

CUSS Shared Governance Survey 2017-2018

Institutional Reports

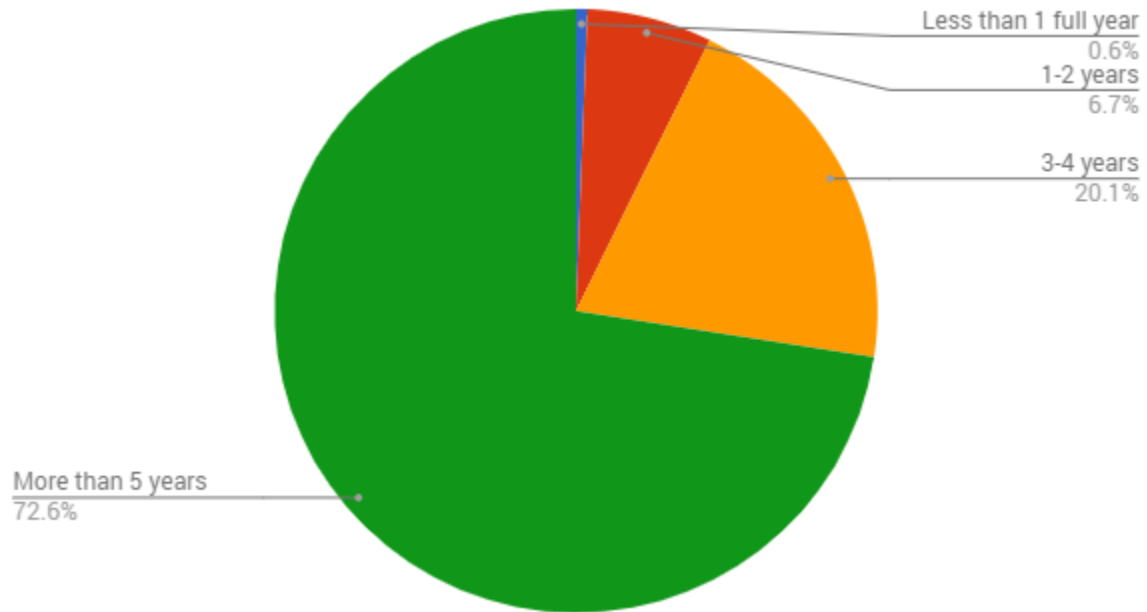
CUSS Shared Governance Survey 2017-2018

Bowie State University (BSU) Report

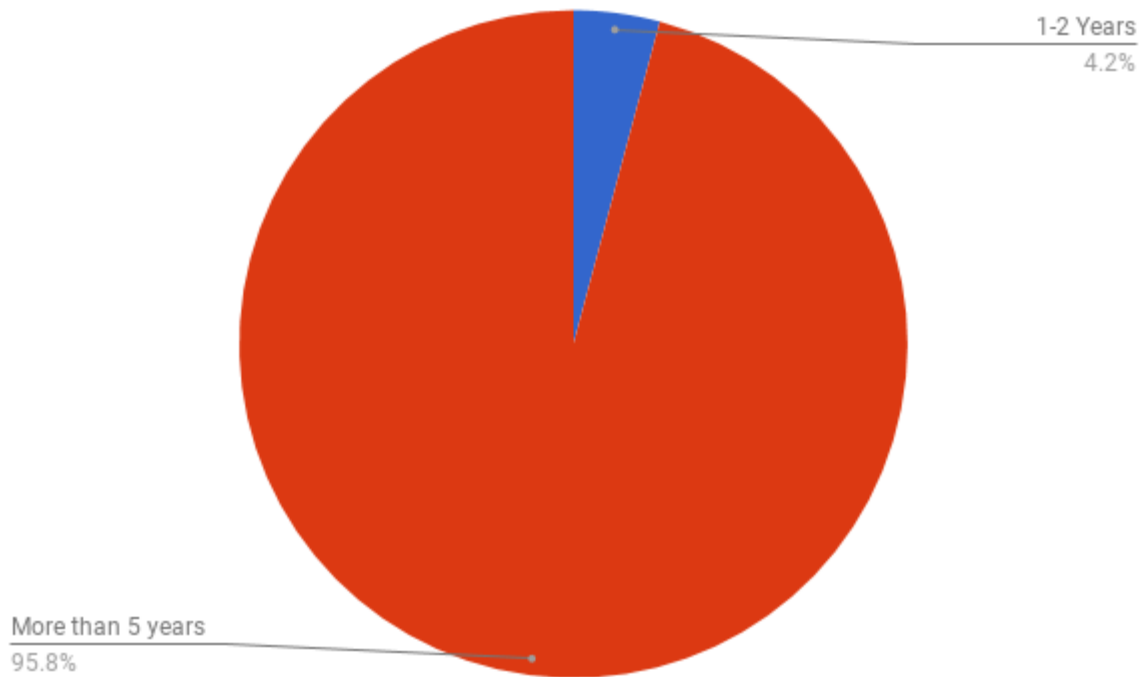
Total Participants: 23

Length of service at institution

Overall USM data:

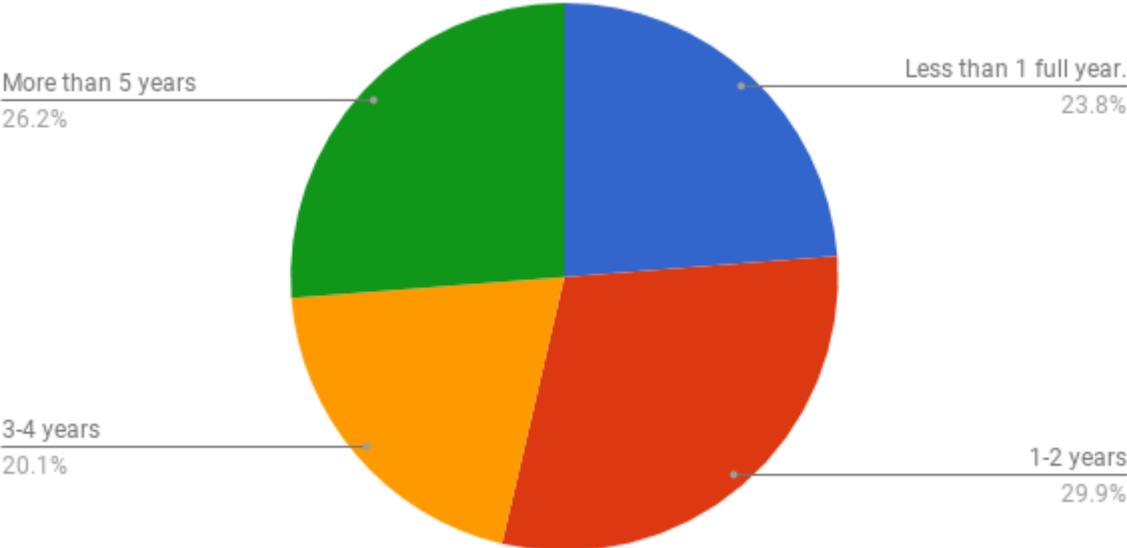


BSU Institutional Data:

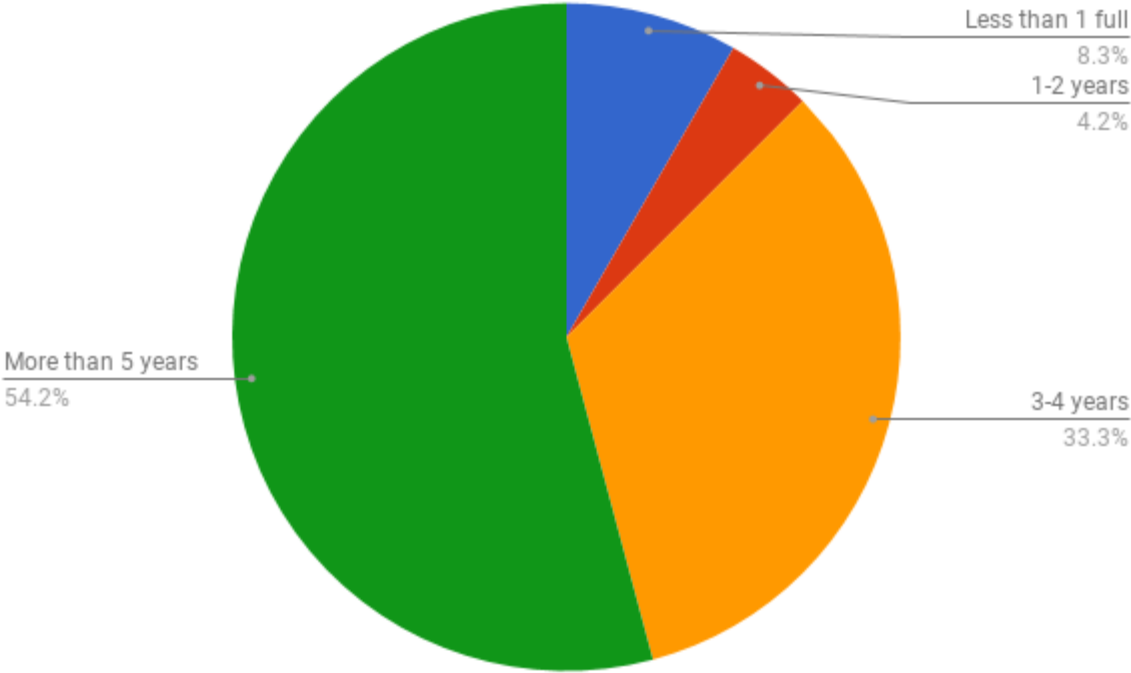


Length of involvement in staff Shared Governance

Overall USM data:



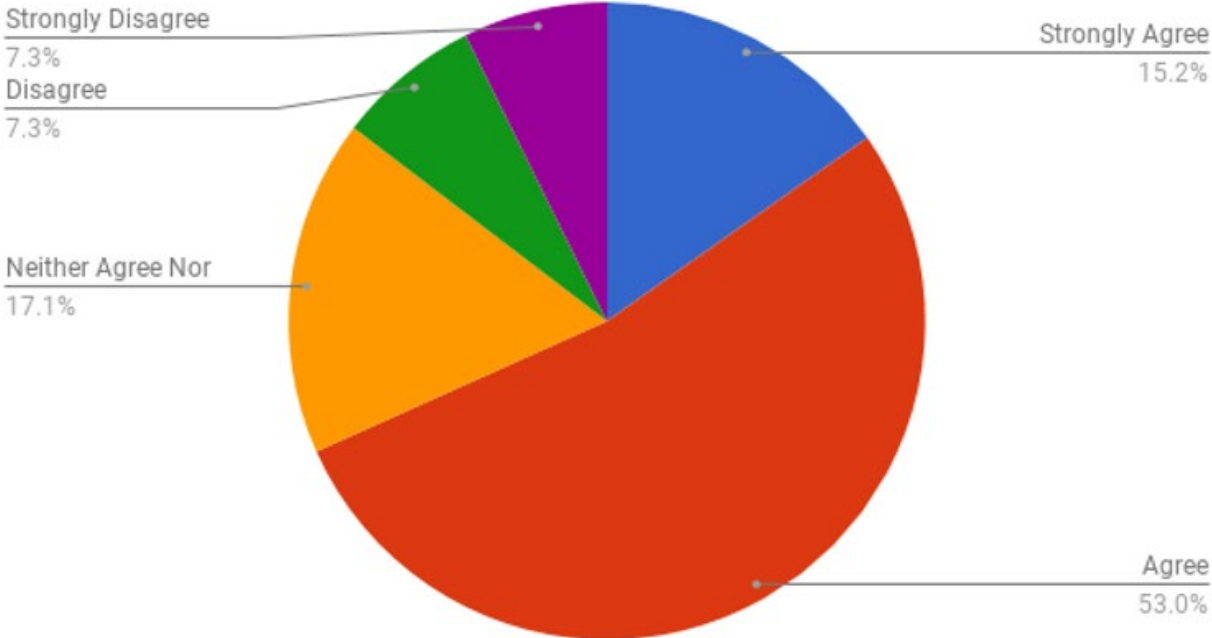
BSU Institutional Data:



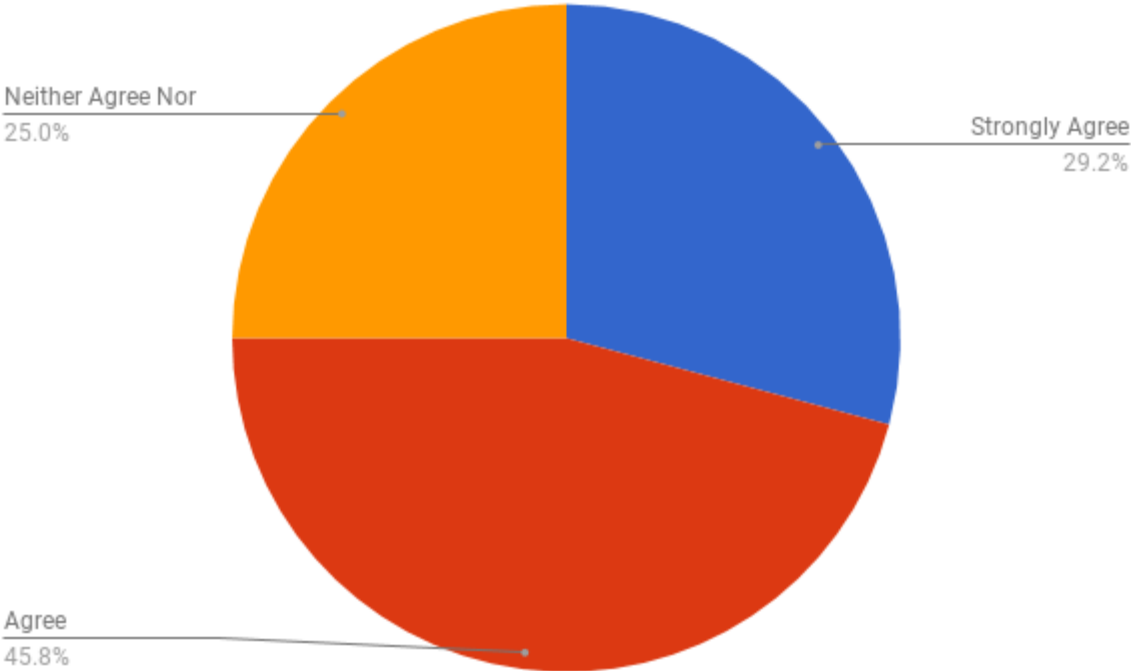
Climate for Governance

1. Shared governance on our campus is alive and healthy.

Overall USM data:



BSU Institutional Data:



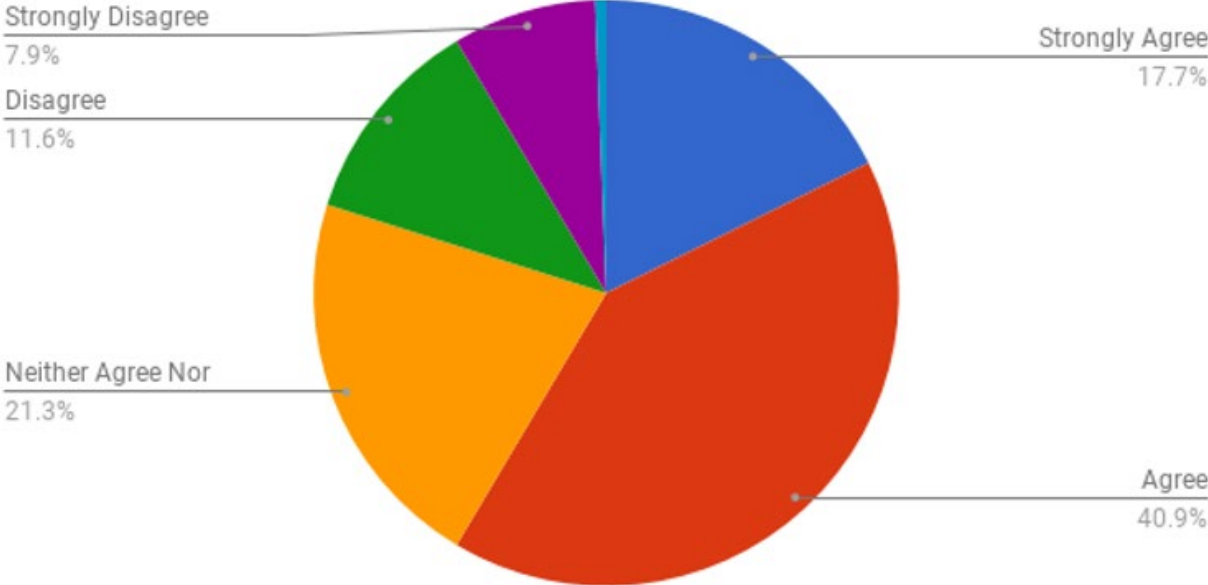
Survey comments on “Climate for Governance”:

- Shared governance is inefficient and ineffective. It's implantation at Colleges and Universities a recipe for having no accountability.
- In my current position, I am not represented by any shared governance group. This issue has been raised multiple times with Staff Council who has failed to rectify the situation with a bylaw change.
- We have a new President, but so far transparency and open communication with various constituents is great.
- Union members are not allowed to attend Staff counsel meetings anymore event though we are still staff.

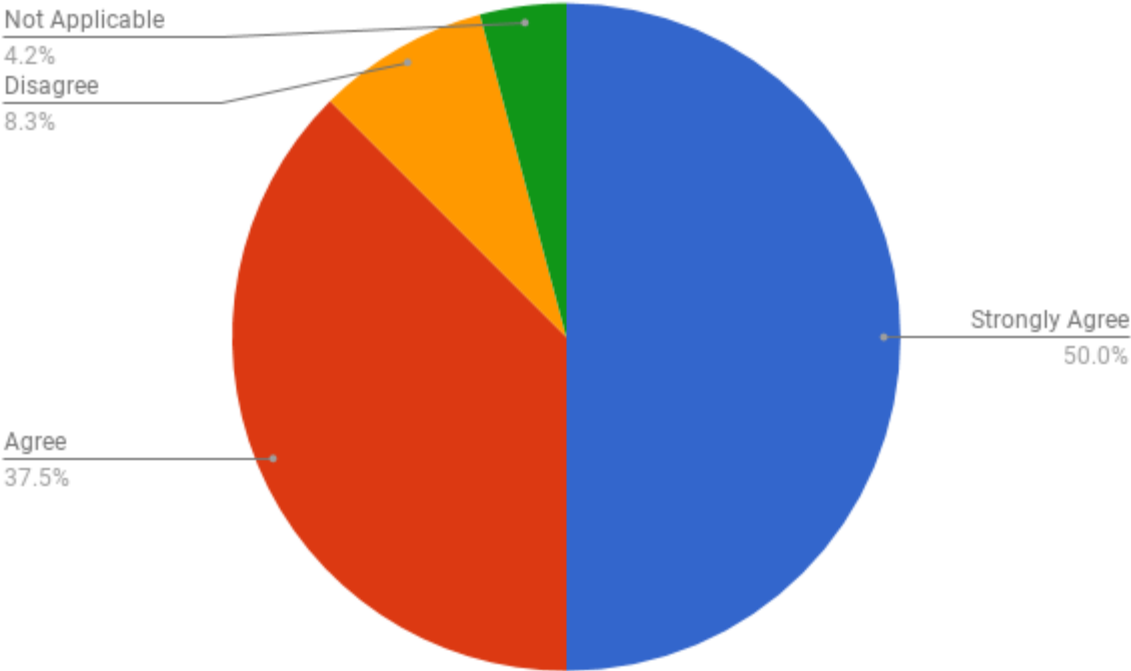
Institutional Communications

2. There is excellent communication and consultation between the administration and the staff and senate leaderships.

Overall USM data:

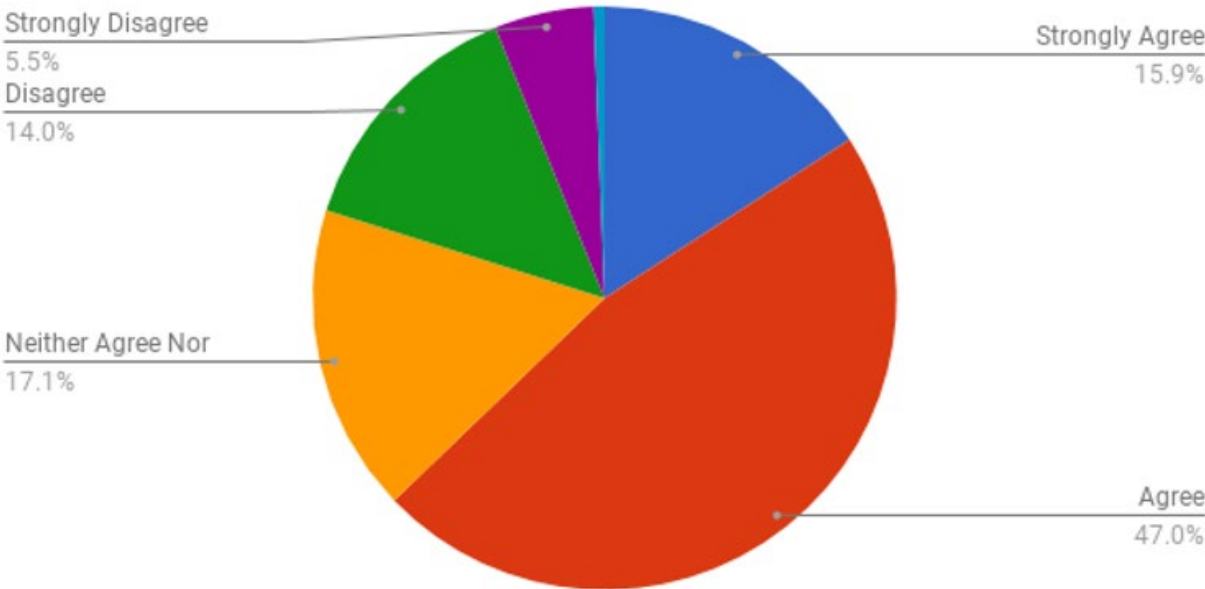


BSU Institutional Data:

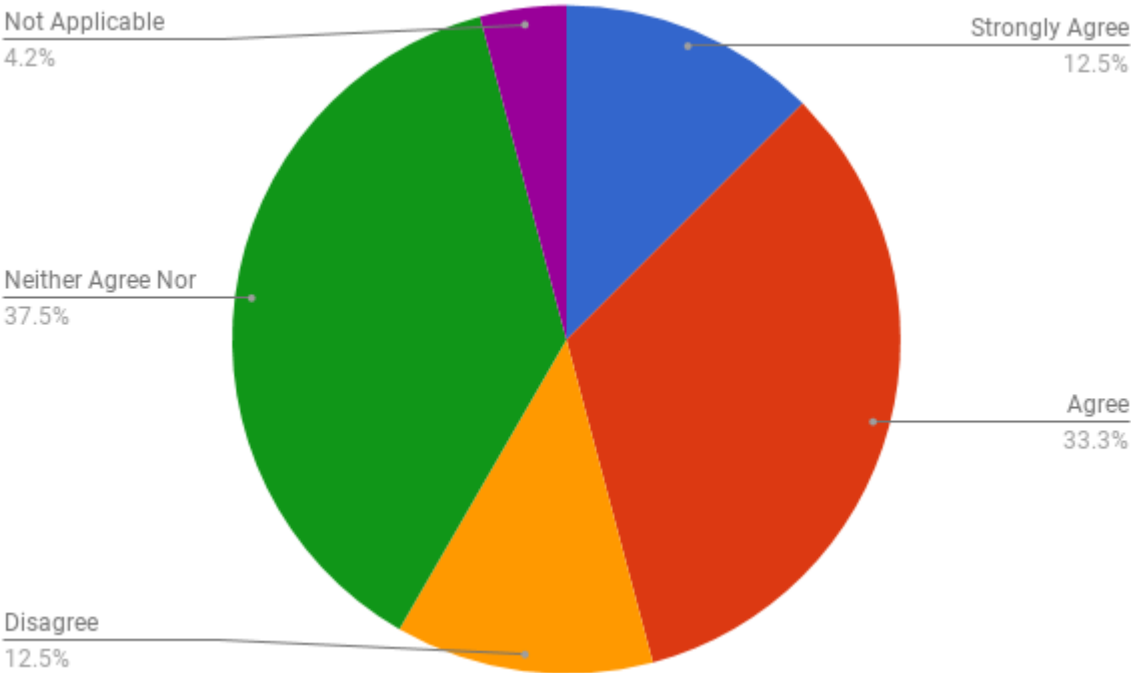


3. Staff can openly communicate governance issues with cabinet/upper management.

Overall USM data:

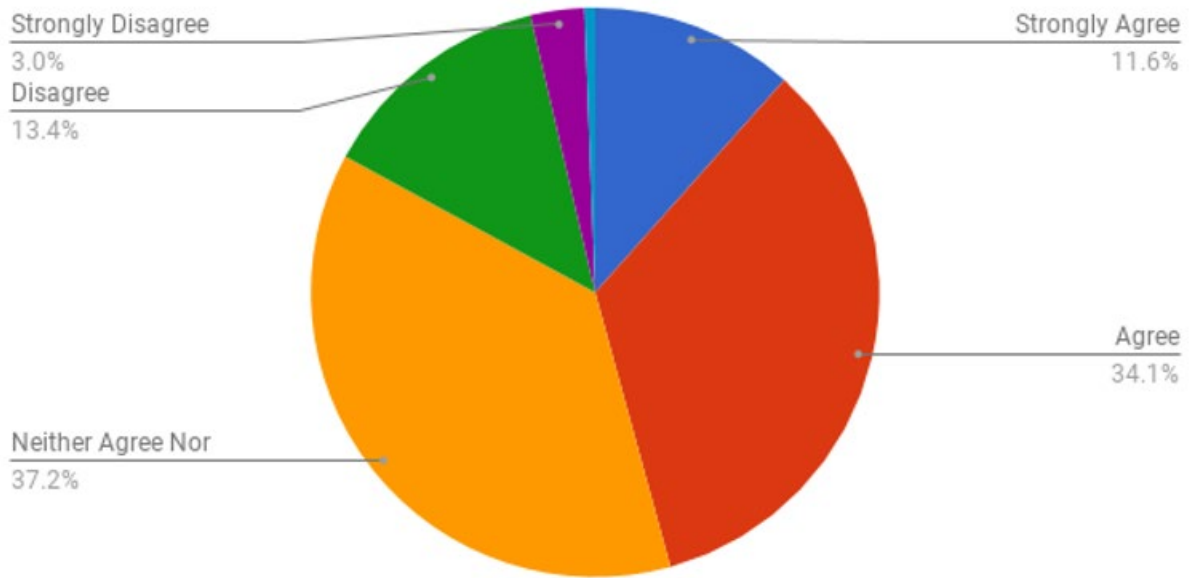


BSU Institutional Data:

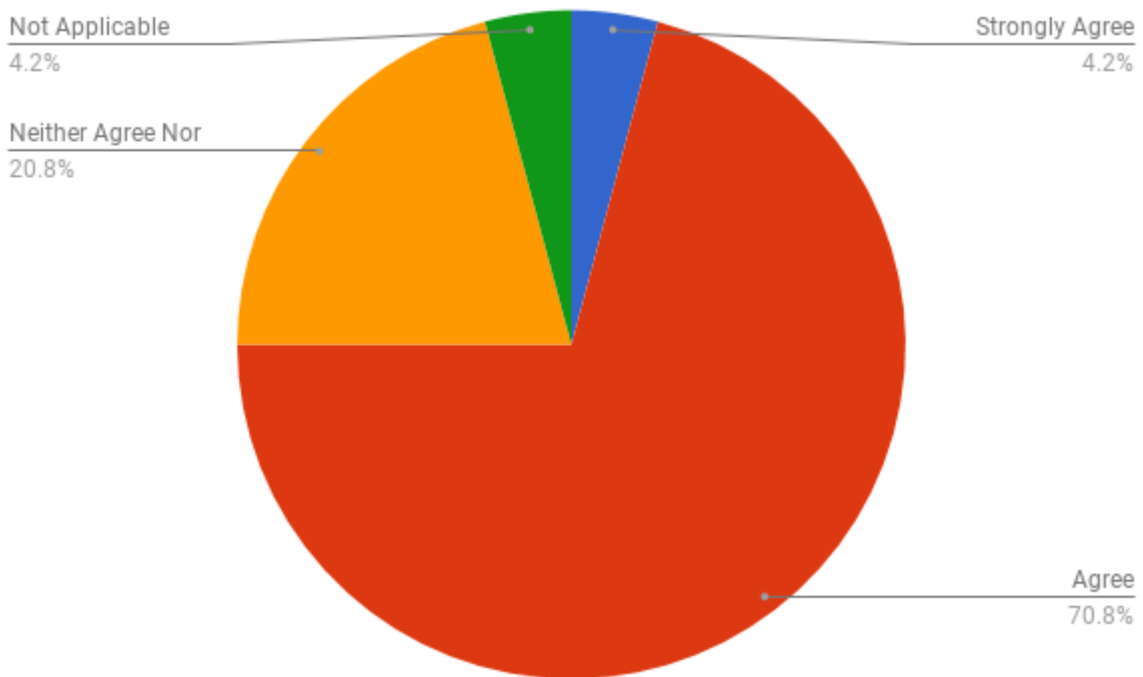


4. Feedback is presented in a timely manner, be it positive or negative.

Overall USM data:



BSU Institutional Data:



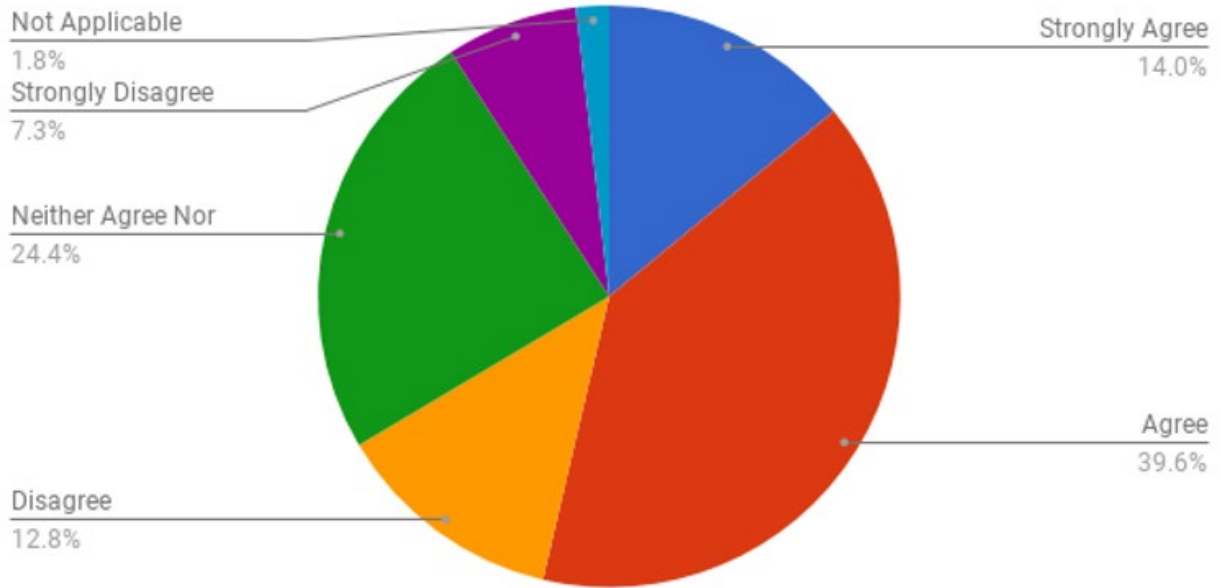
Survey comments on “Institutional Communication”:

- Hire leaders who are willing and able to lead. If USM is unable or unwilling to be a strong umbrella to institutions it should be dissolved. Of the 4 State University systems I have been a part of, Maryland is by far the most disorganized and inefficient.
- Union members are not allowed to attend Staff counsel meetings anymore event hough we are still staff.

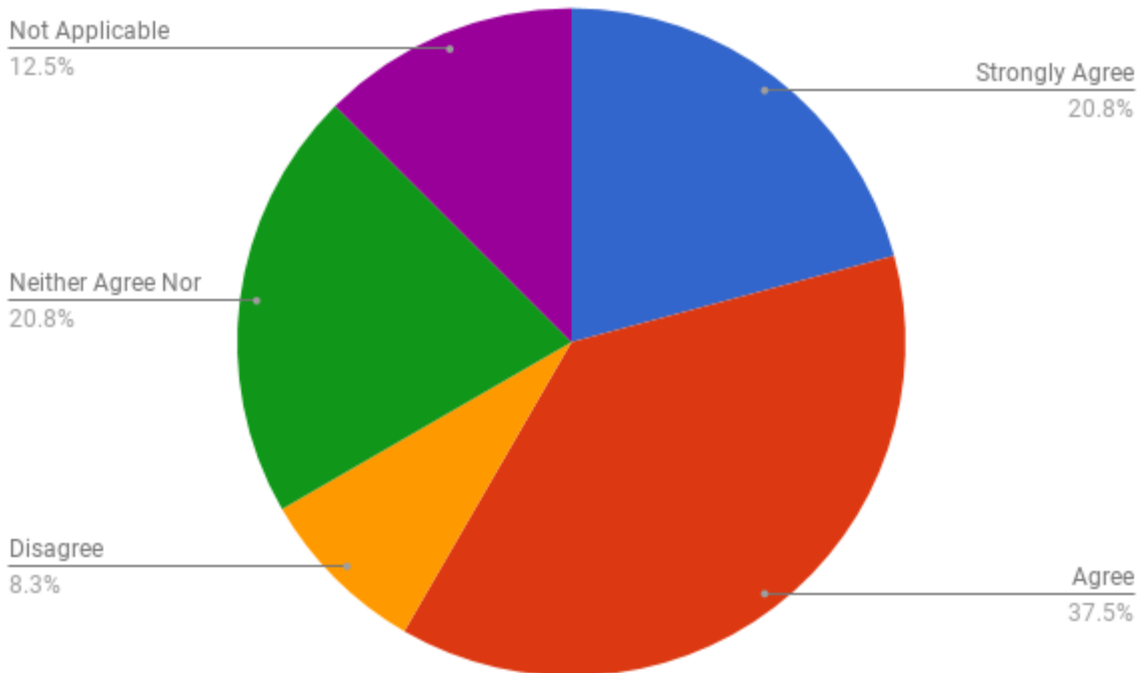
Senate's Role

5. The staff senate plays an important role in providing academic and administrative functions at the university.

Overall USM data:

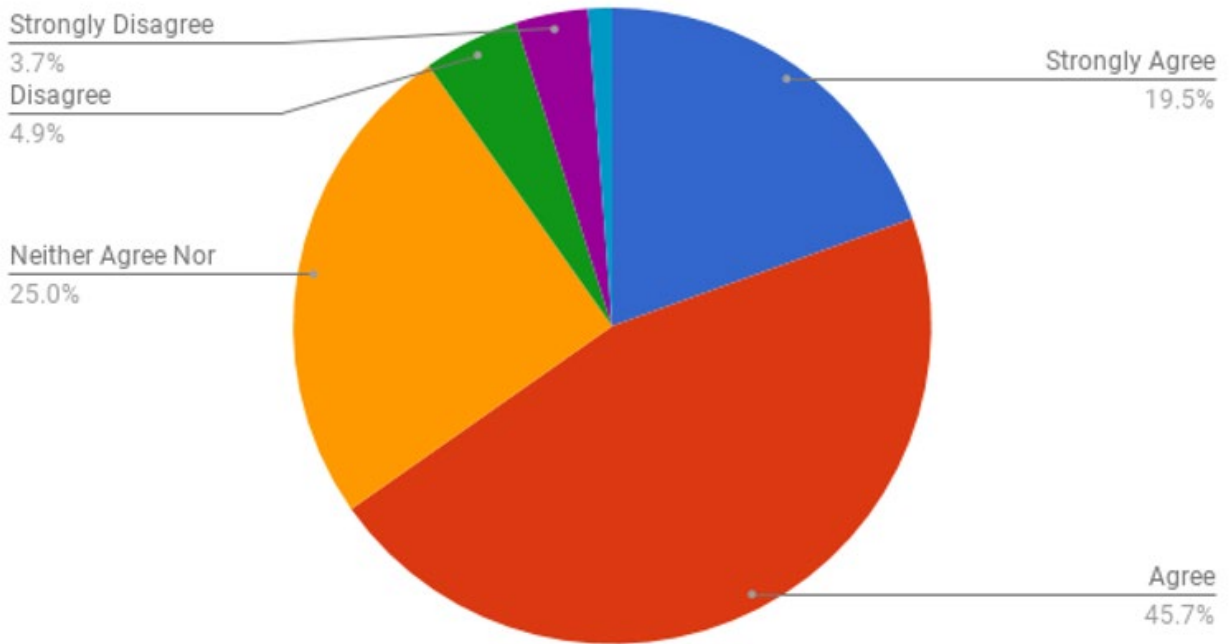


BSU Institutional Data:

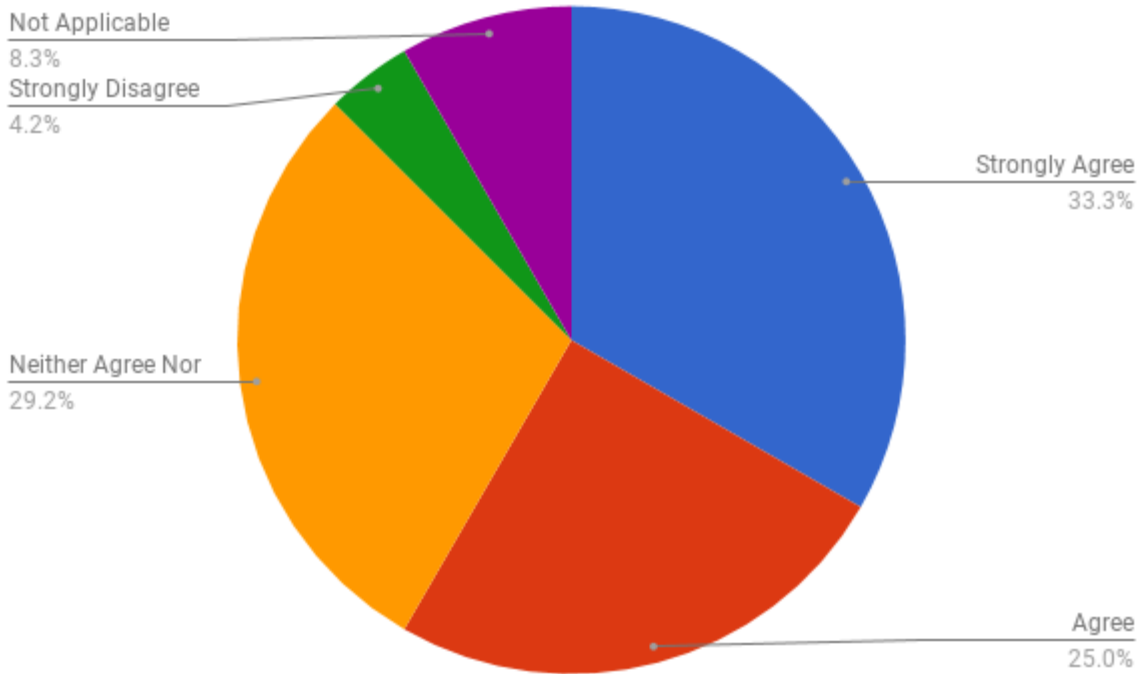


6. Your role with staff senate is valued.

Overall USM data:



BSU Institutional Data:



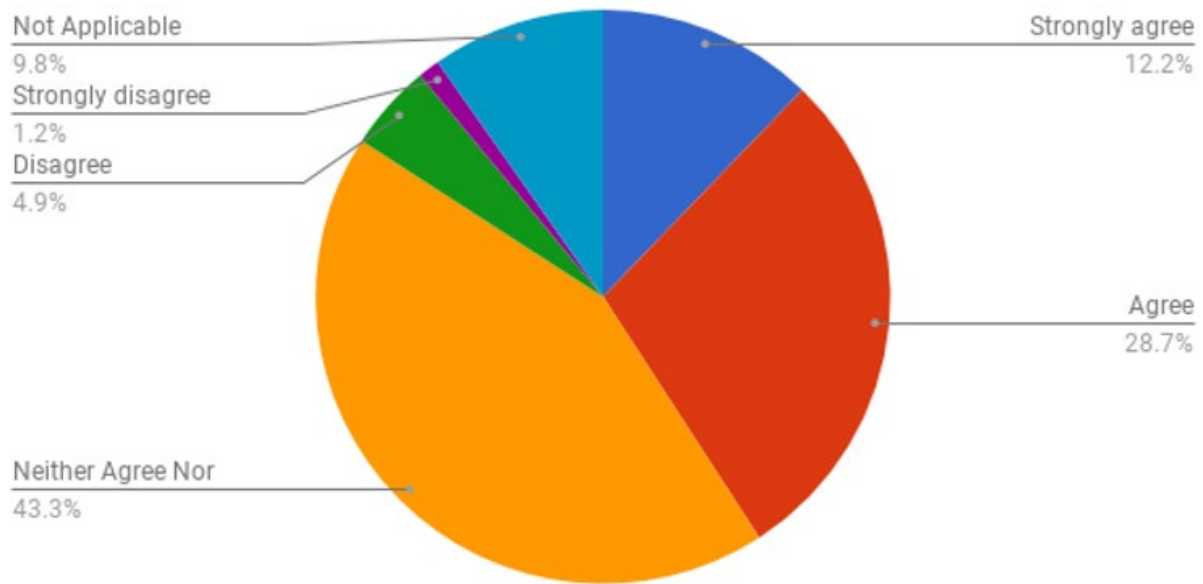
Survey comments on “Senates Role”:

- Our Staff Council (Senate) is valued by our President and her Cabinet. However, while some or most of our faculty value staff in general, the collective faculty body seems to not have such high regard for us.
- Union members are not allowed to attend Staff counsel meetings anymore event though we are still staff.

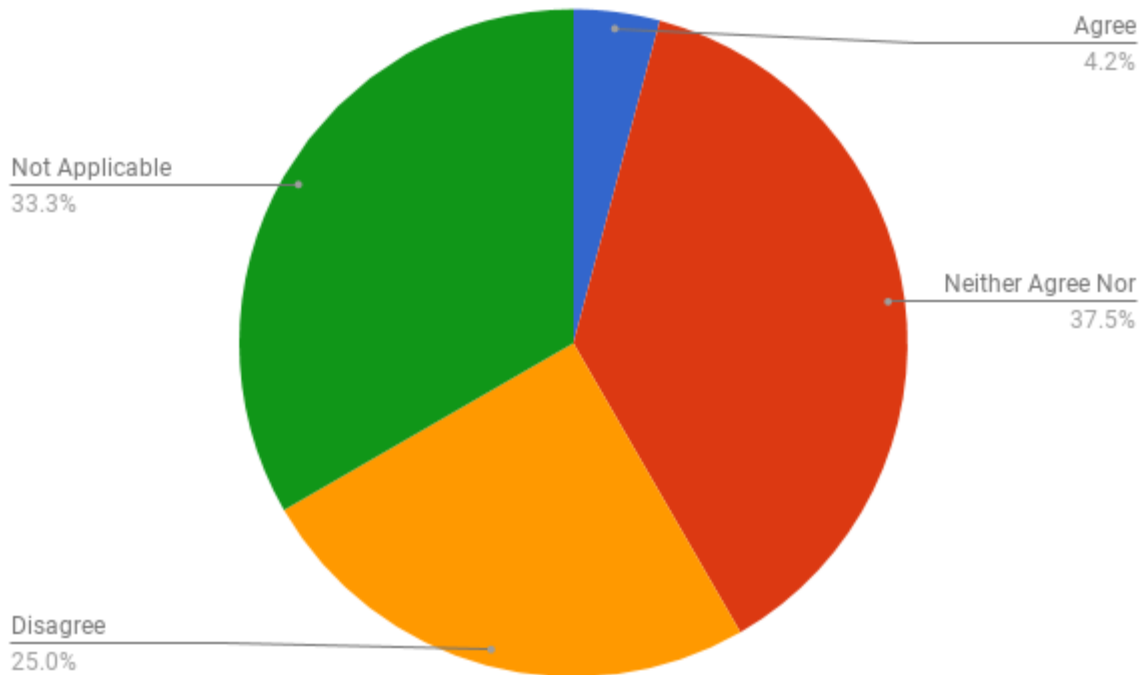
The President's Role

7. Other than on rare occasions, the president seldom overturns staff decisions and recommendations.

Overall USM data:

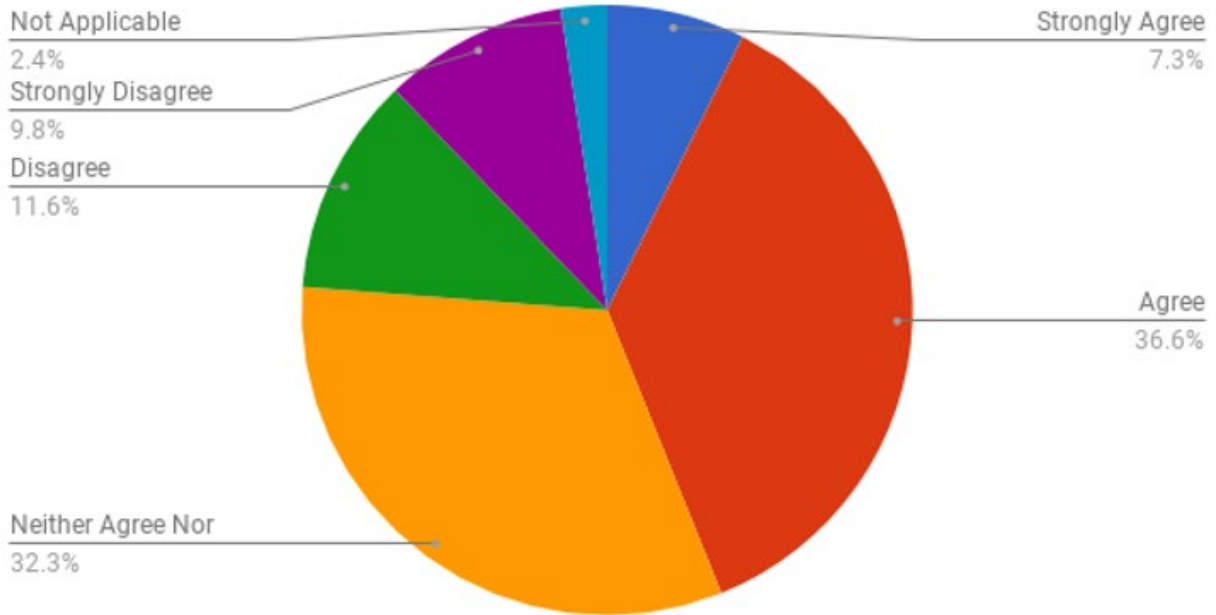


BSU Institutional Data:

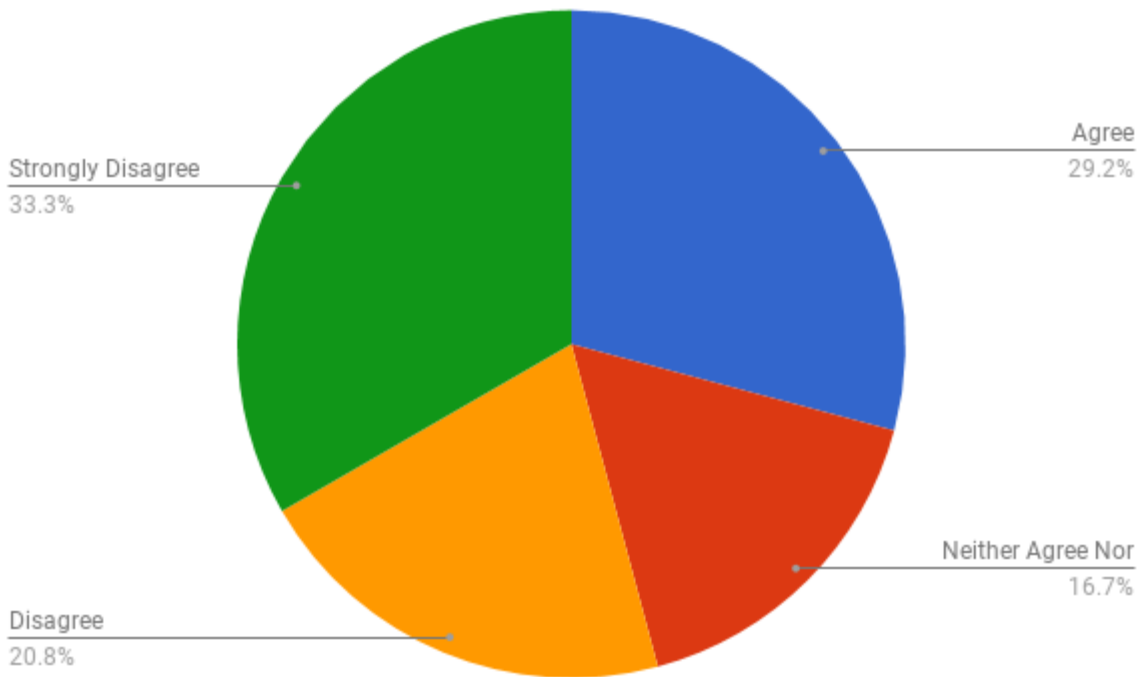


8. The president seeks meaningful staff input on those issues (such as budgeting) in which the staff has an appropriate interest but not primary responsibility.

Overall USM data:

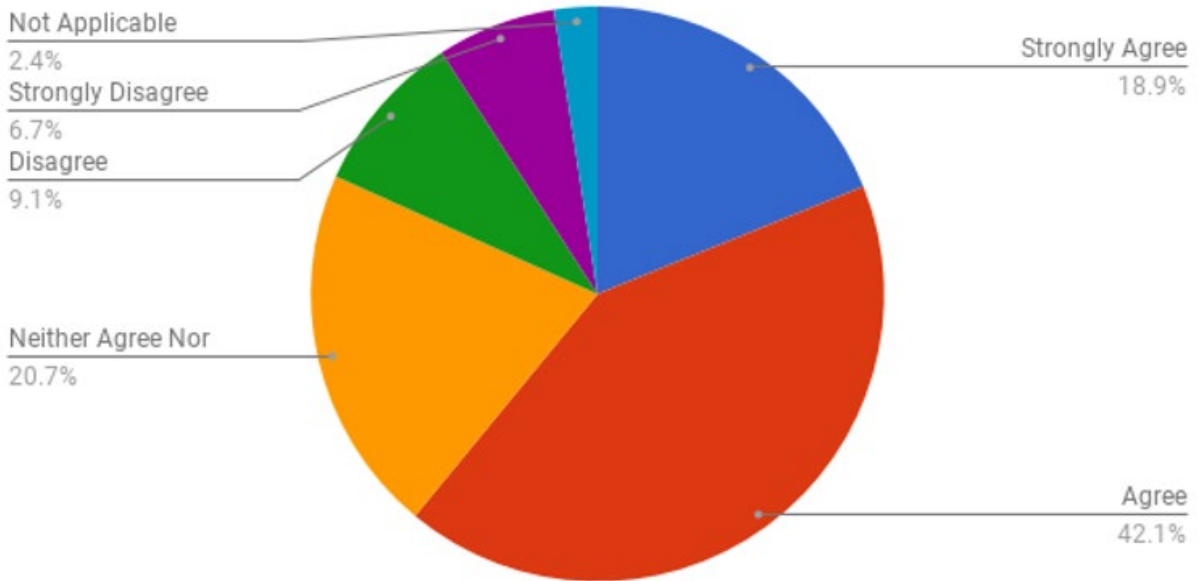


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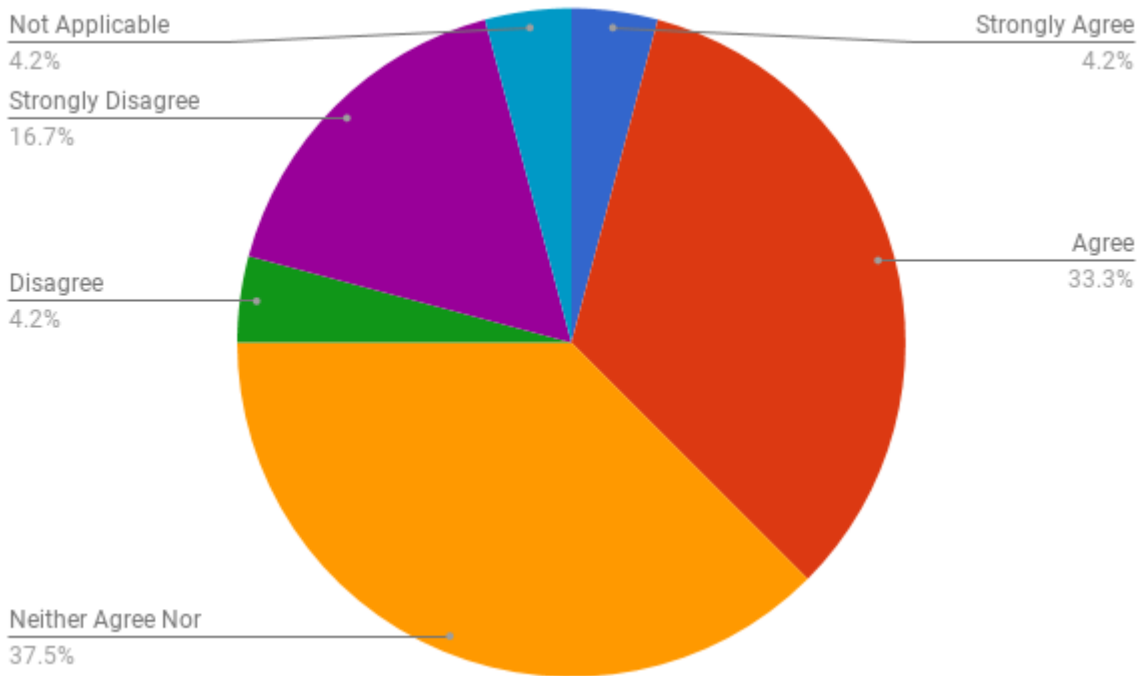


9. The president is transparent in communicating decisions, changes and recommendations.

Overall USM data:

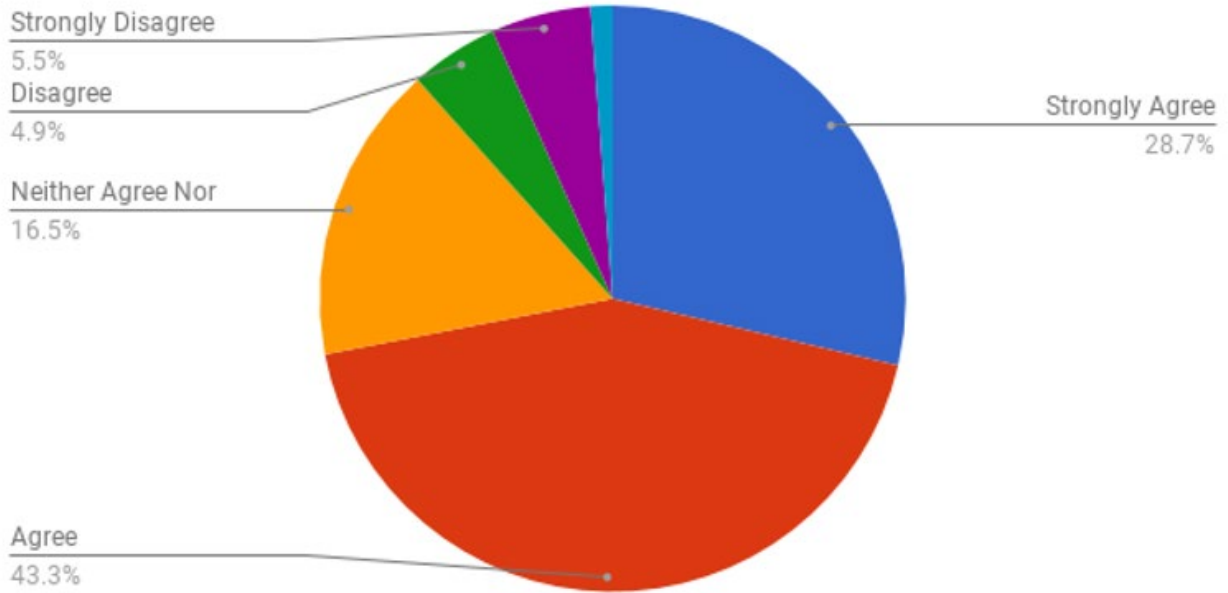


BSU Institutional Data:

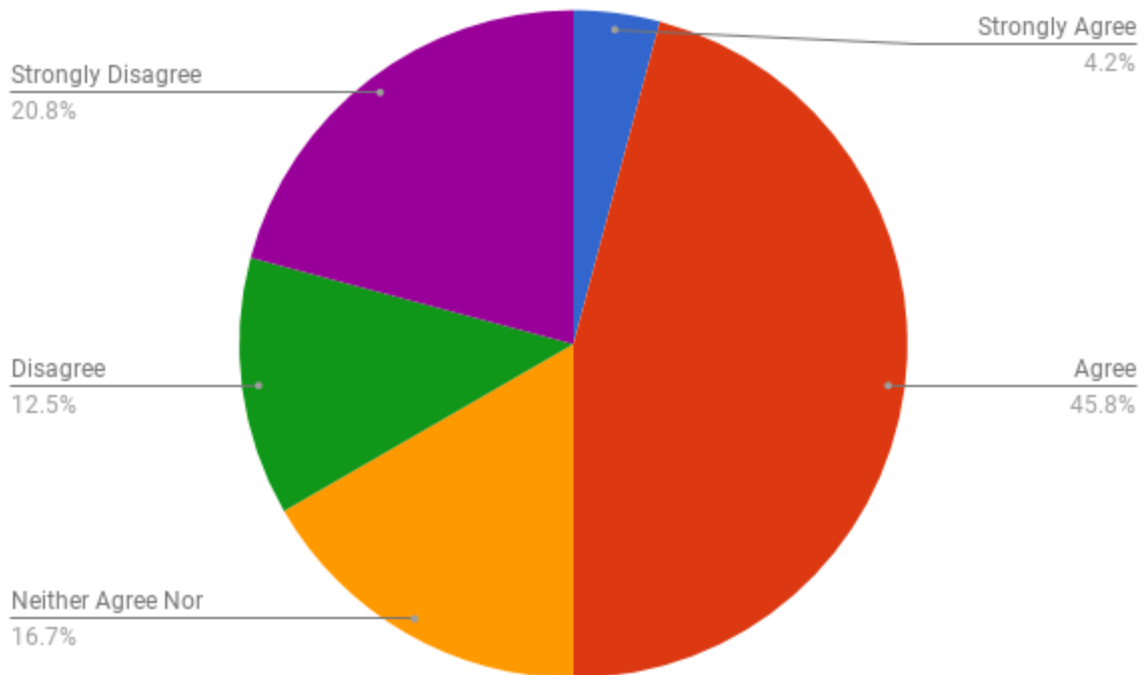


10. The president supports and advocates the principles of shared governance within colleges, divisions, and departments.

Overall USM data:

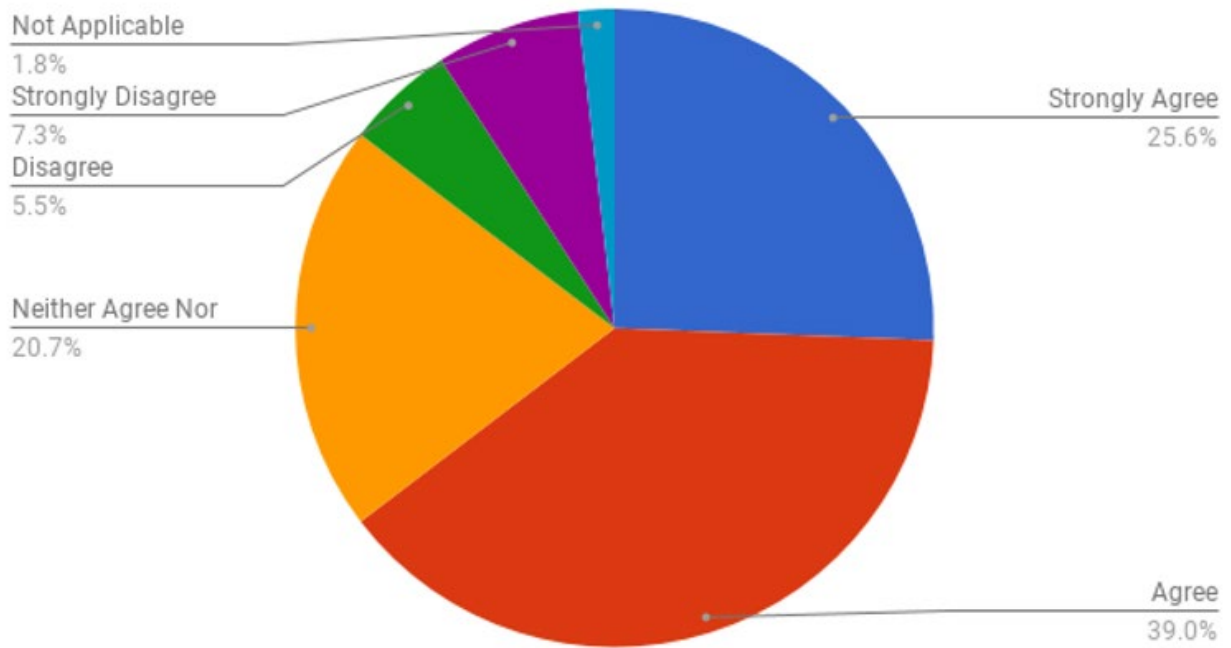


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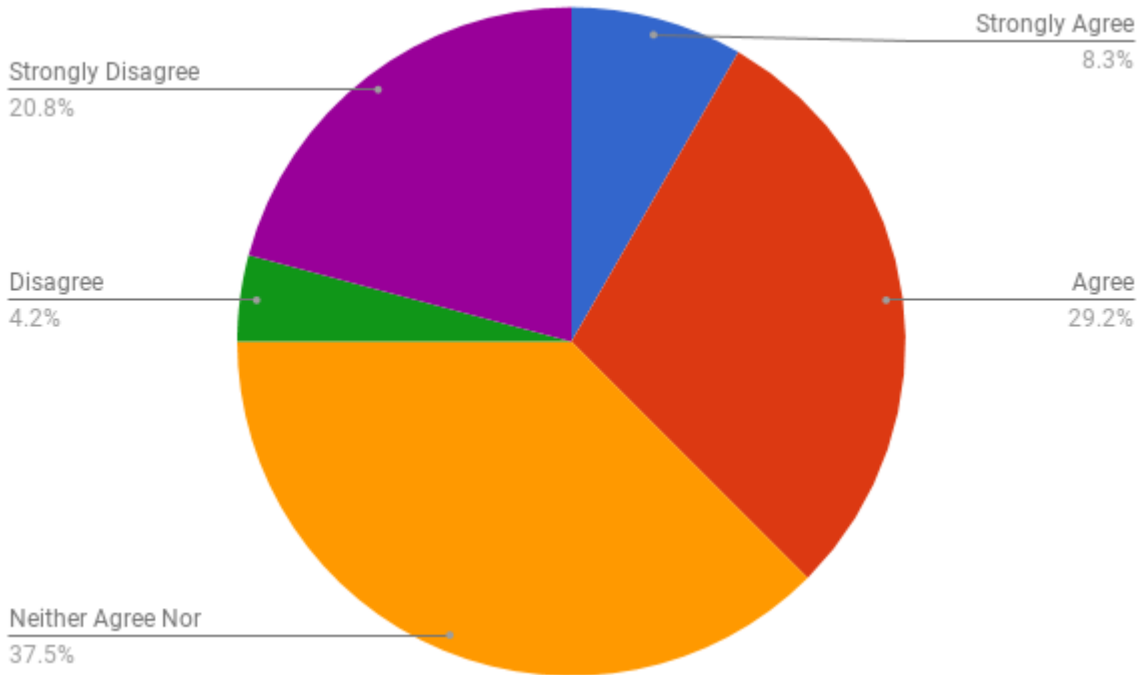


11. There is open communication with staff senate.

Overall USM data:



BSU Institutional Data:



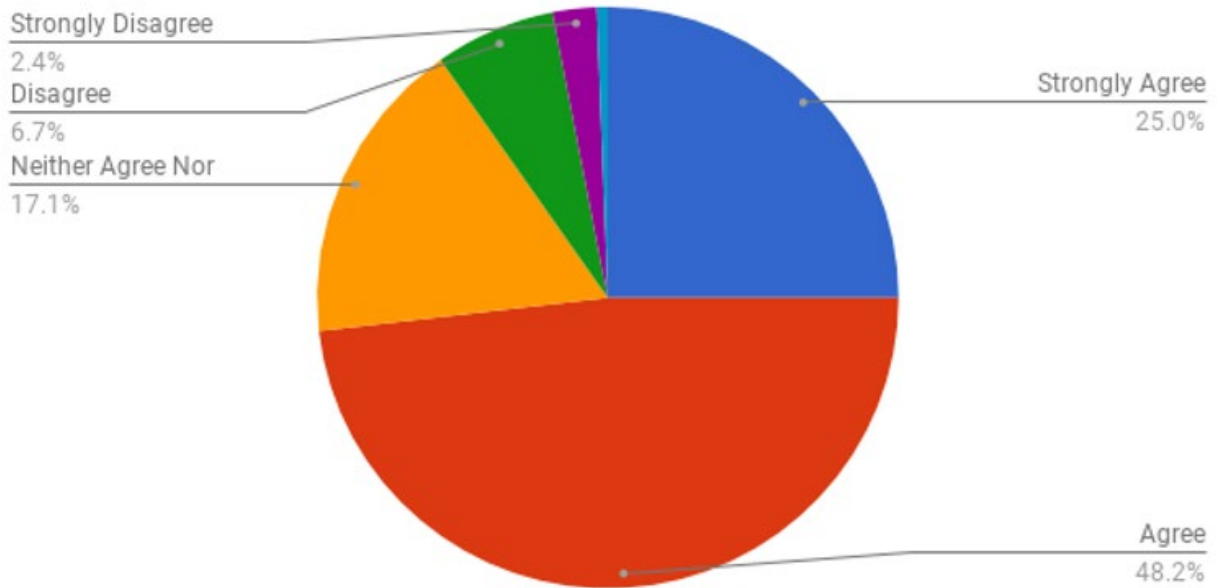
Survey comments on “The President’s Role”:

- My responses above is pertaining to our new President, Dr. Breaux.
- As indicated, the President is new so I am not knowledgeable of all interactions other than in my Division.

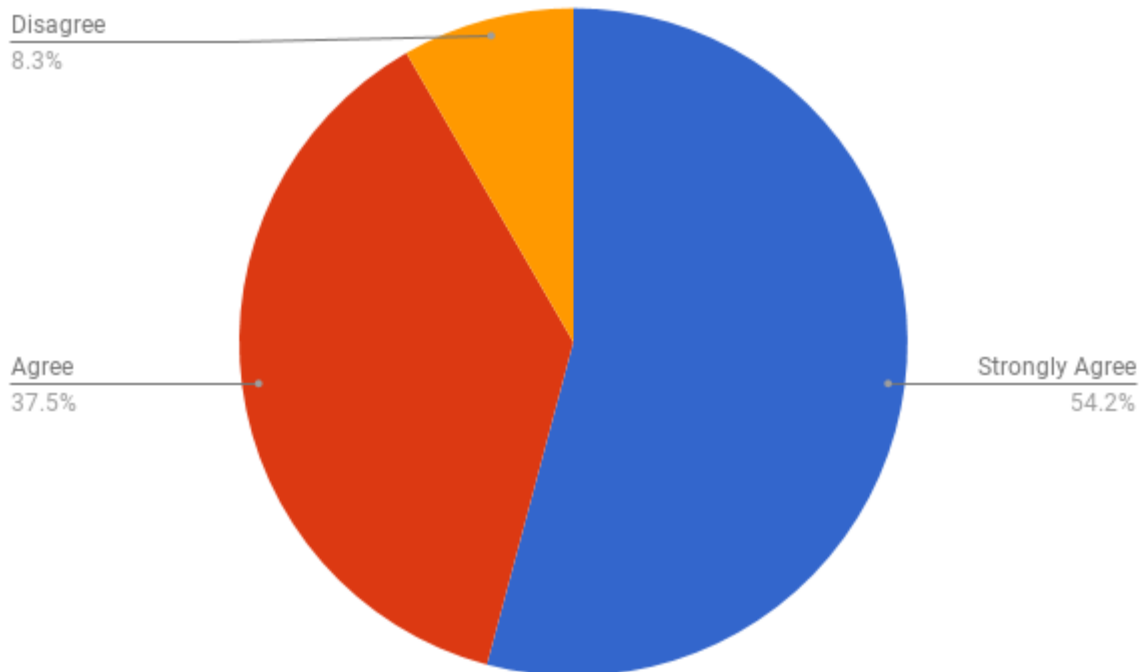
The Staff's Role

12. The administration is supportive of staff involvement in shared governance.

Overall USM data:

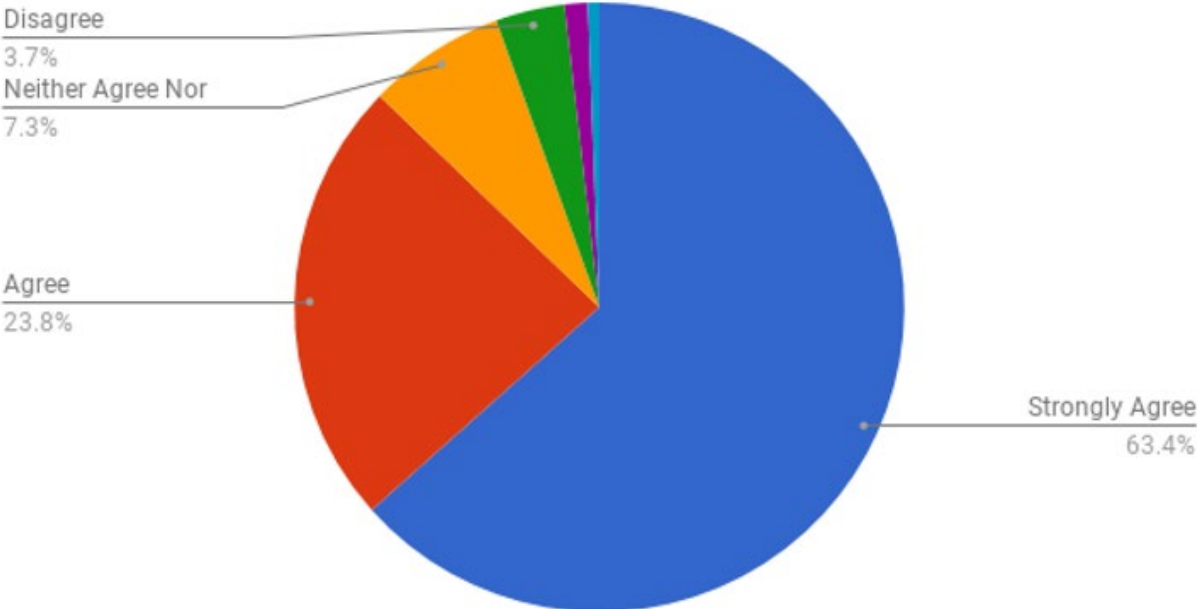


BSU Institutional Data:

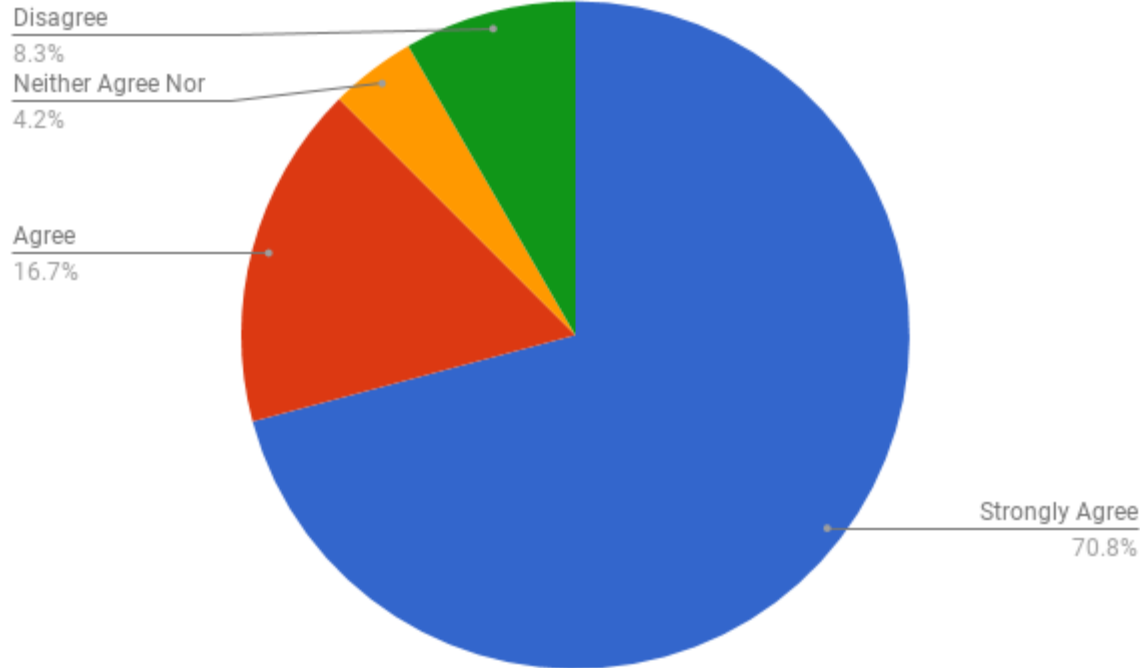


13. My immediate supervisor is supportive of my involvement in shared governance when I need to attend a related event or meeting during work hours.

Overall USM data:



BSU Institutional Data:



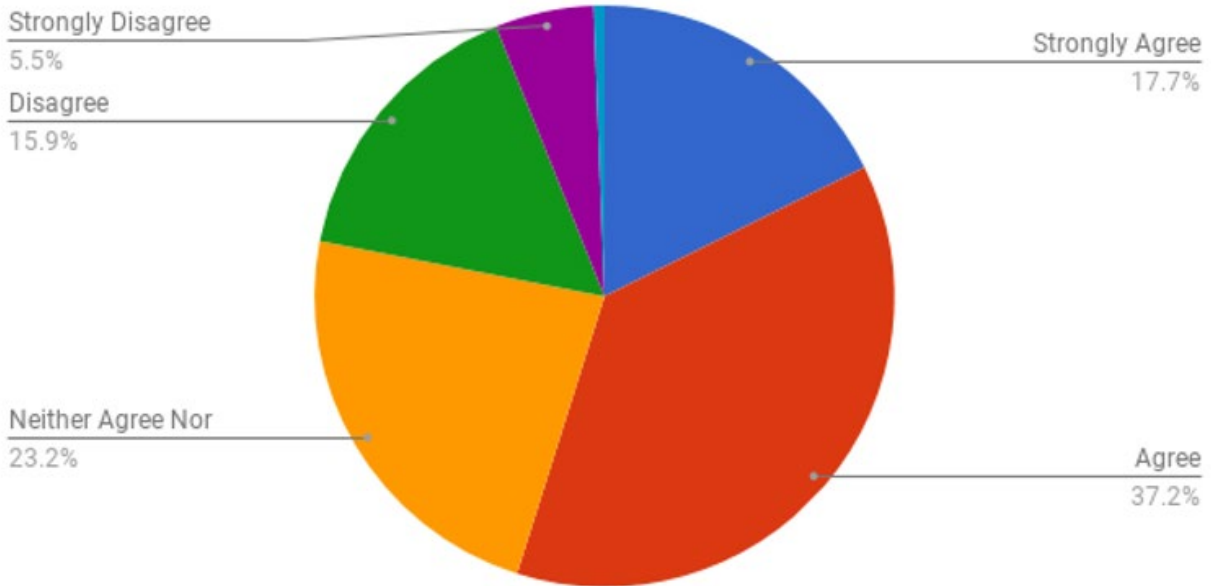
Survey comments on “The Staff’s Role”:

- None.

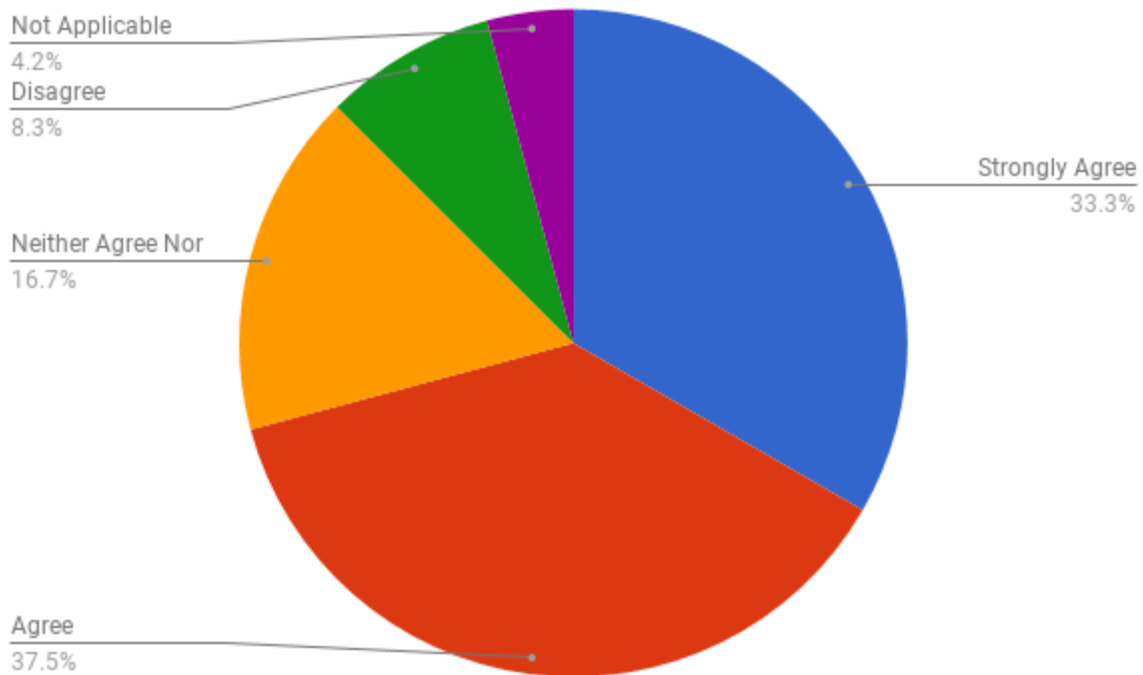
Joint Decision-Making

14. The administration utilizes staff involvement in the area of planning and strategic planning.

Overall USM data:

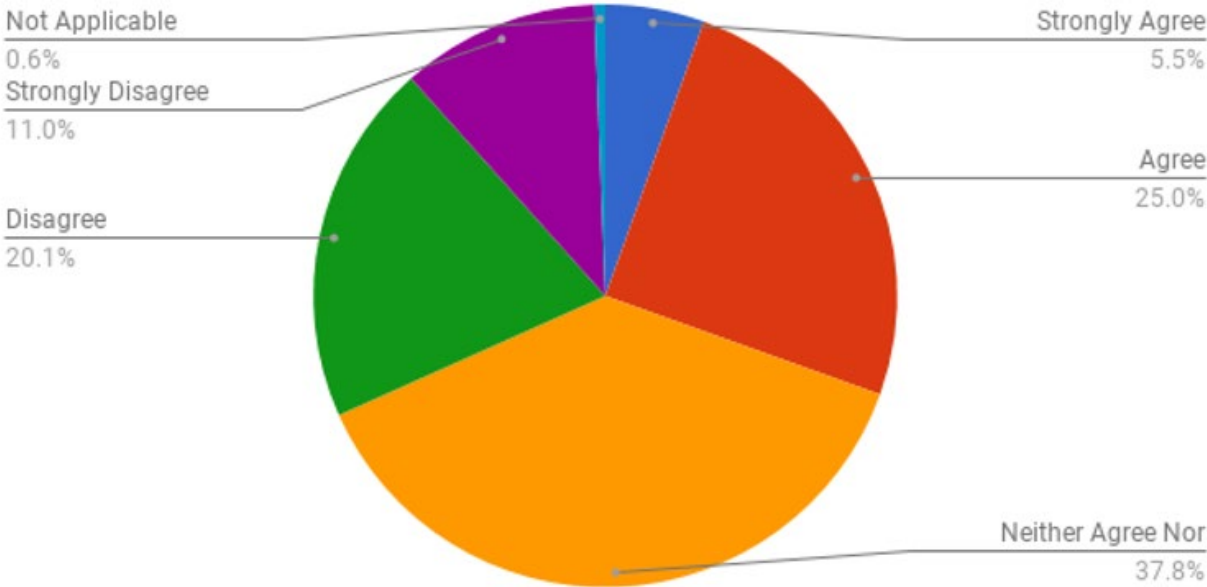


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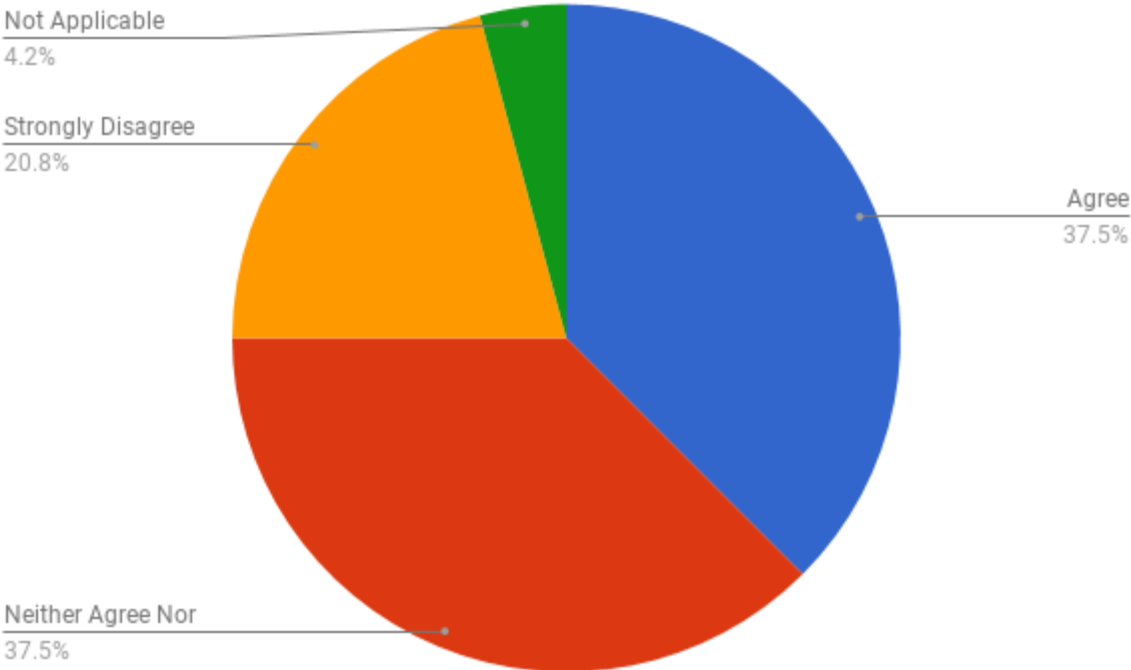


15. The administration recognizes staff involvement in budgeting and fiscal resource planning.

Overall USM data:

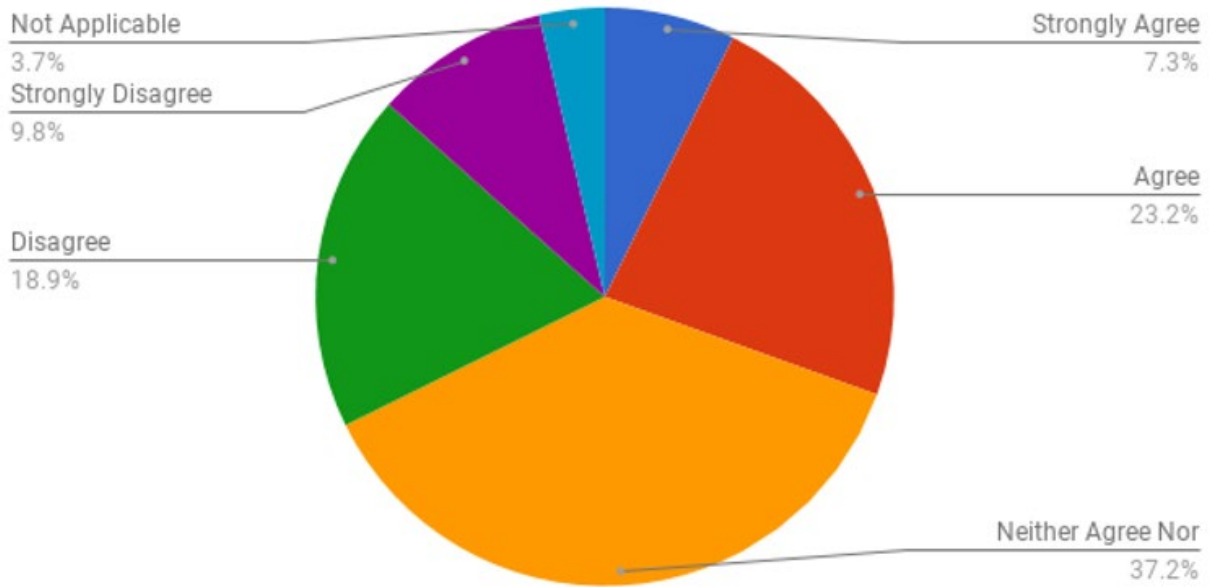


BSU Institutional Data:

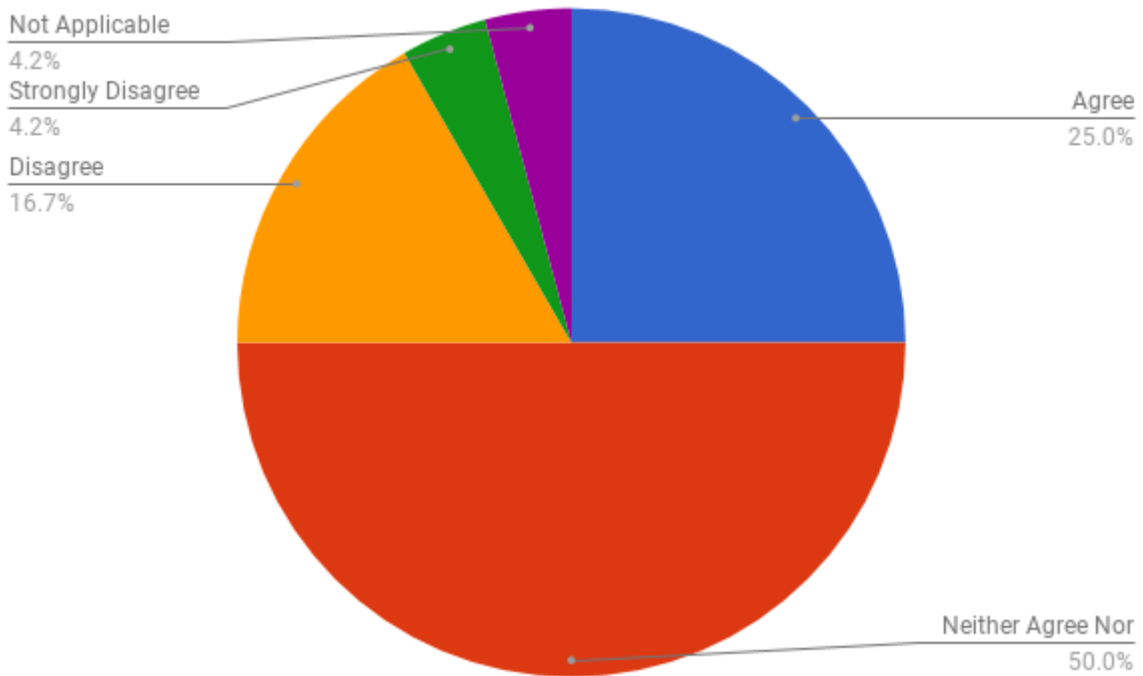


16. The administration recognizes staff involvement in academic affairs and program development.

Overall USM data:

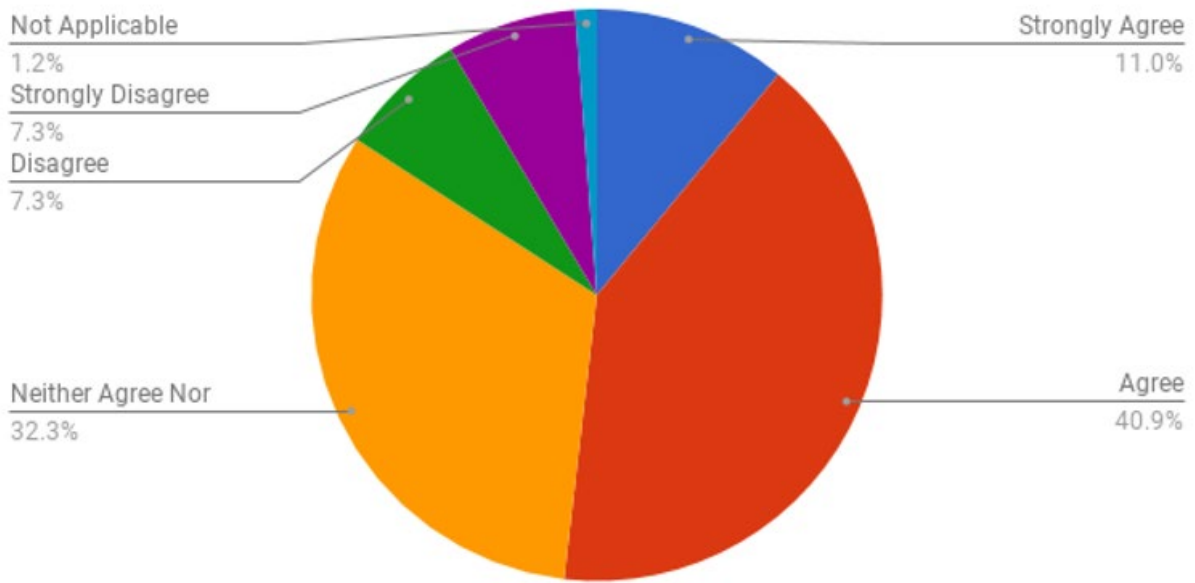


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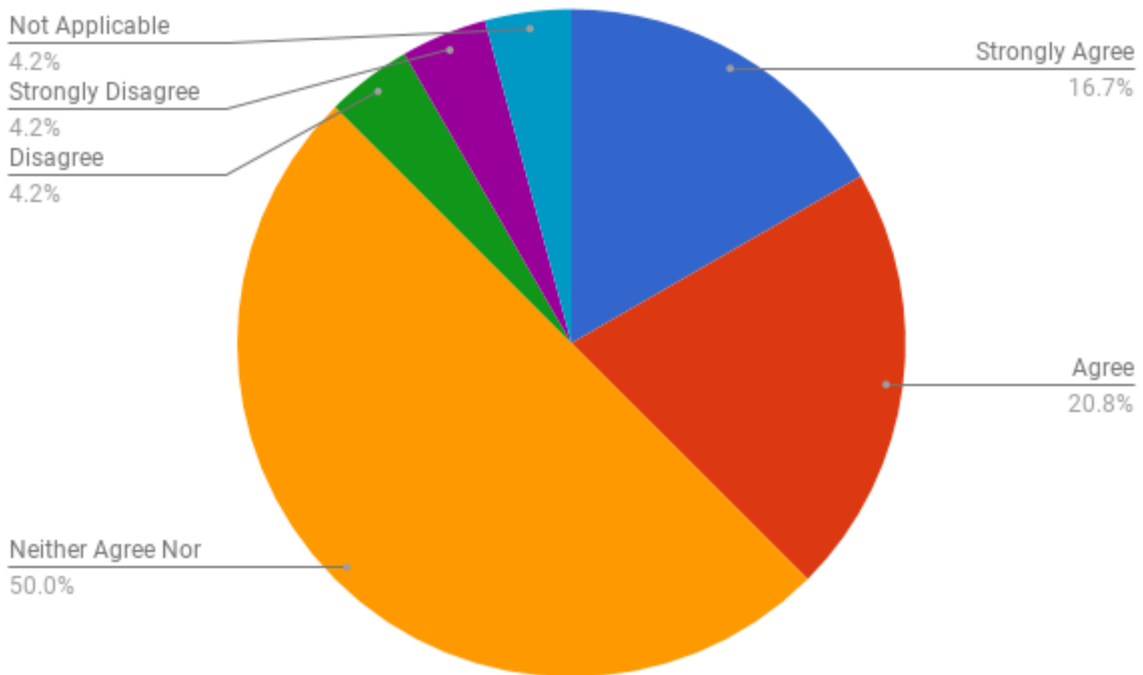


17. The administration supports staff involvement in staff selection and hiring.

Overall USM data:

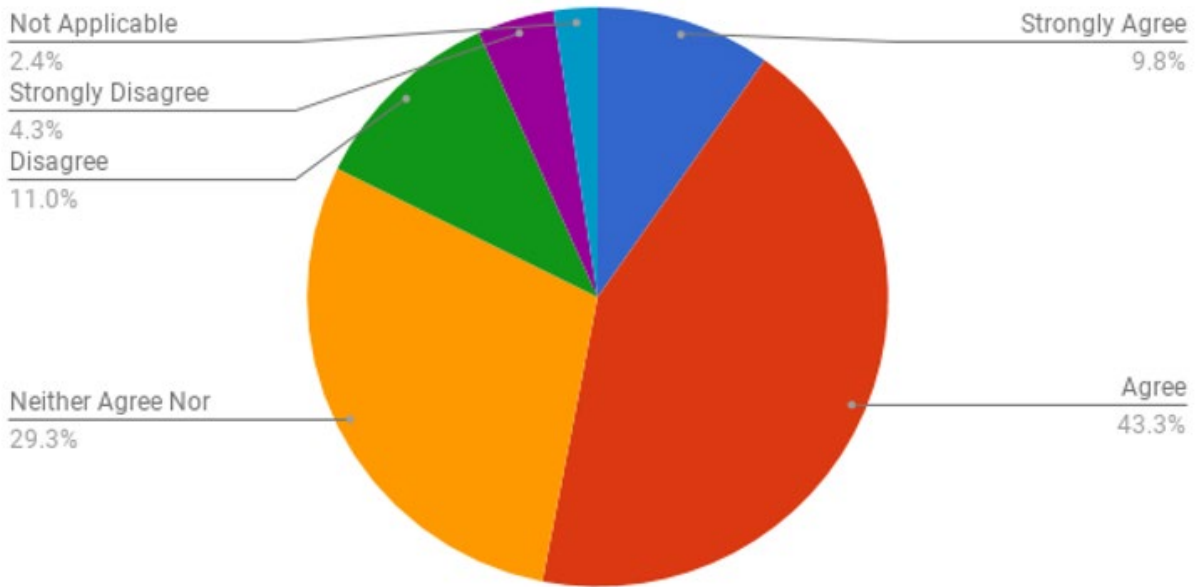


BSU Institutional Data:

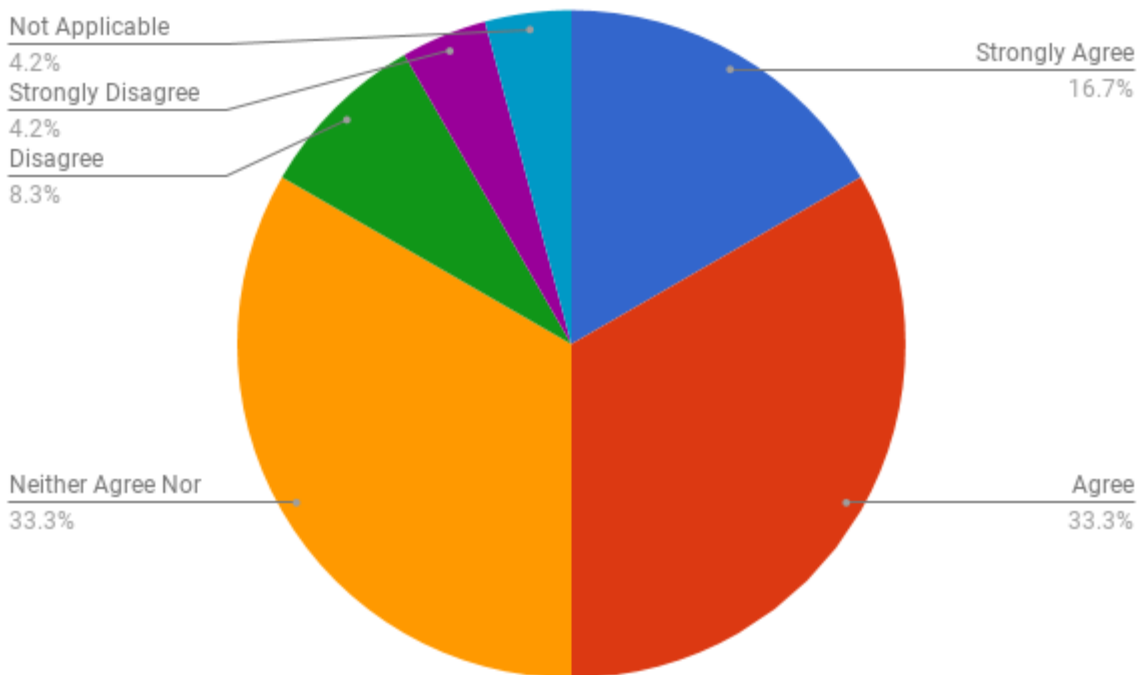


18. Structures and processes that allow for shared governance are clearly defined in the governance documents (e.g. staff handbook).

Overall USM data:



BSU Institutional Data:



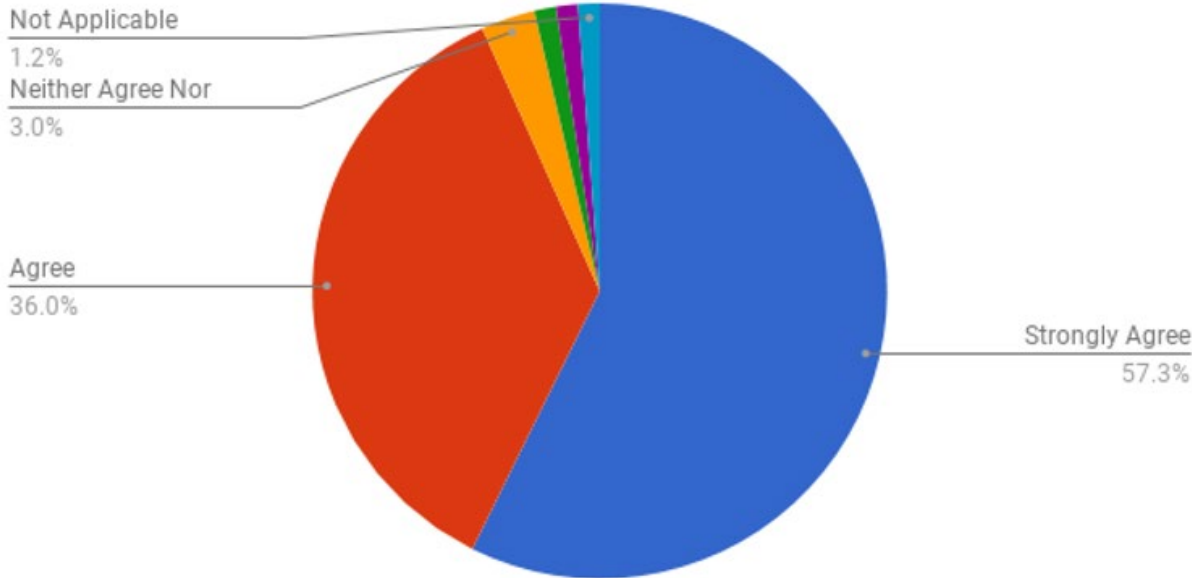
Survey comments on “Joint Decision Making”:

- None.

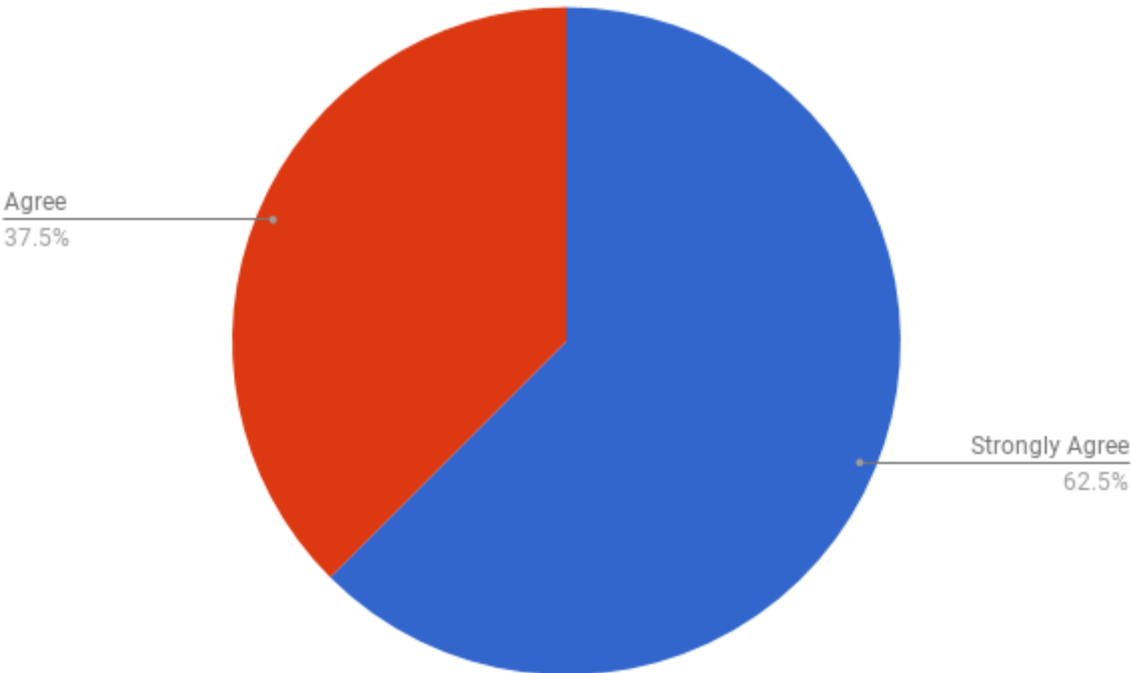
Structural Arrangements for Shared Governance

19. The staff senate and/or other institution-wide governance bodies meet on a regular basis.

Overall USM data:

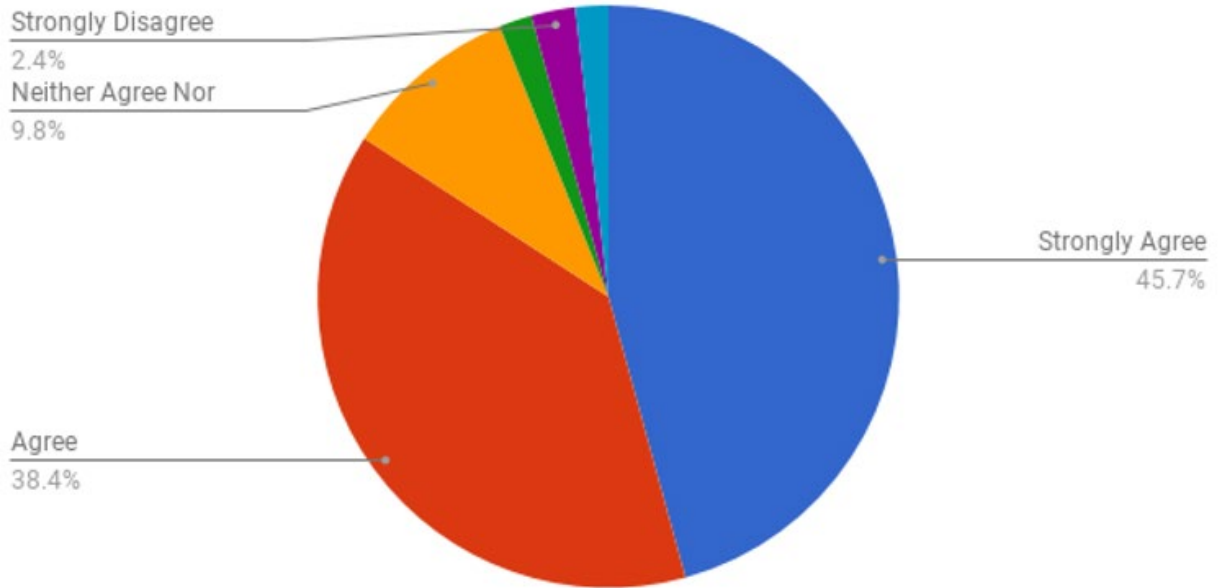


BSU Institutional Data:

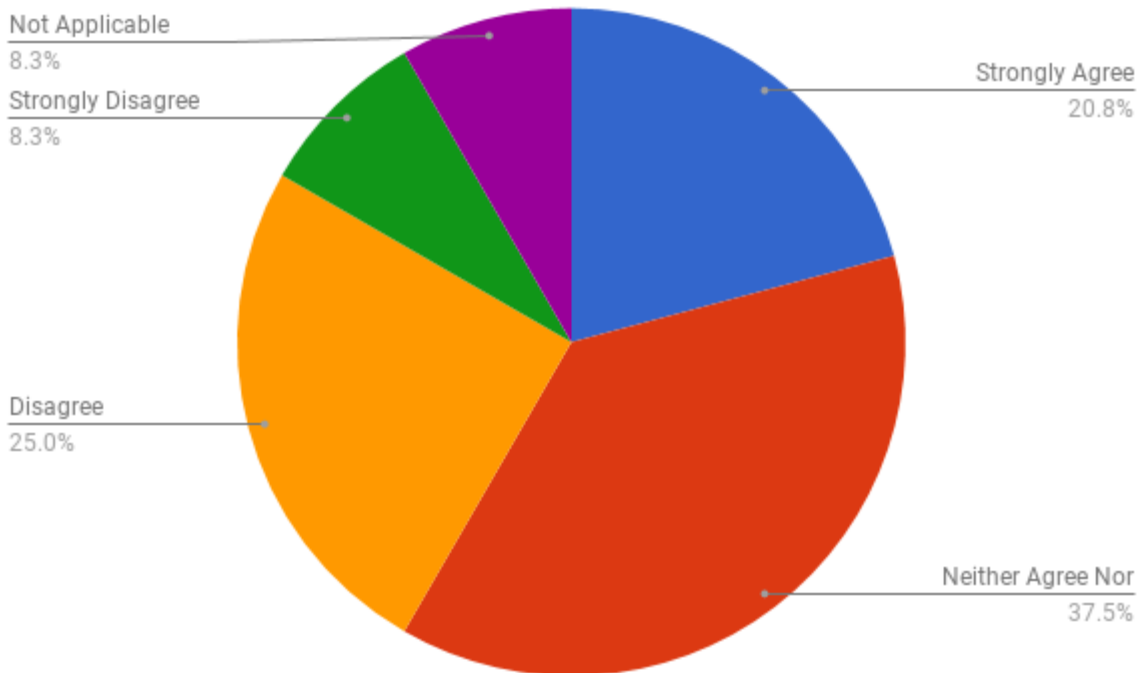


20. Staff determine how their own representatives are selected.

Overall USM data:

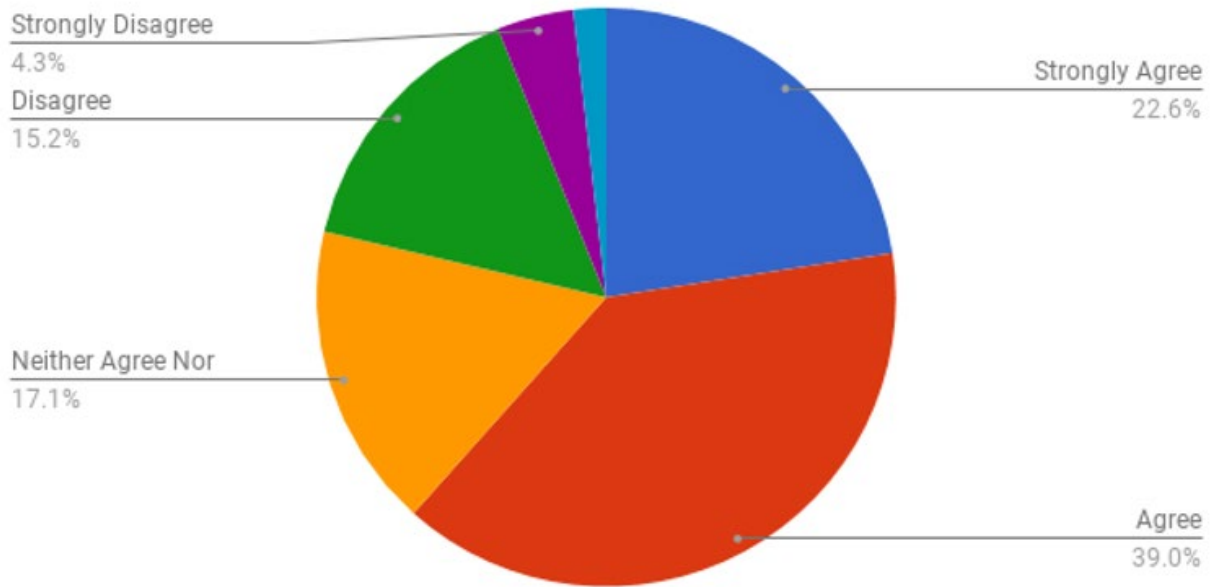


BSU Institutional Data:

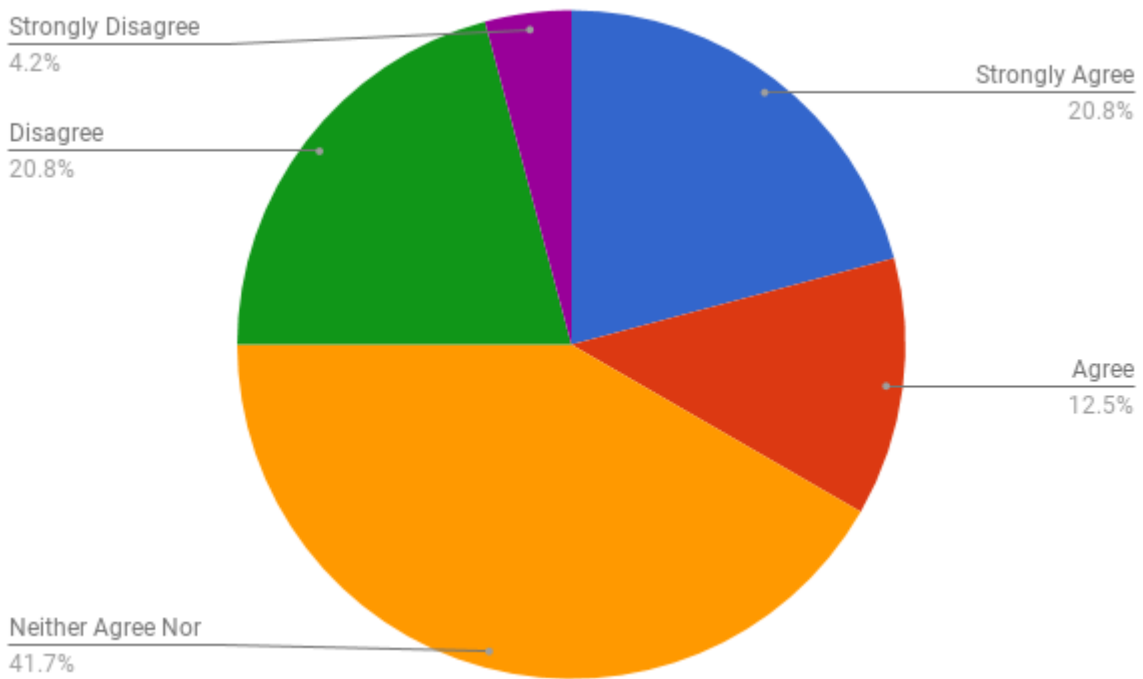


21. The administration provides adequate institutional support for shared governance to function (budget, liaison, etc.).

Overall USM data:



BSU Institutional Data:



Survey comments on “Structural Arrangements for Shared Governance”:

- None.

Other

22. Is there anything else you wish to communicate regarding shared governance on your campus? (Open-ended question)

- End it. Hire competent leaders.
- The Administration is new here and I am not fully aware of the governing styles. But the President is trying to be transparent.
- I am afraid.
- Our Staff Senate body is one of the best!
- No, but from my vantage point, everything seems to be functioning well.
- I'm confident in the leadership (chair and executive board members) of our Staff Council (Senate).
- Shared governance has been successful on this campus. I am happy to serve and see the results at BSU. Great job and kudos!
- It would be more effective if those in the union were recognized and included in the staff council as governance decisions came up and were dealt with.
- Fix the gap on equal pay and gender gaps

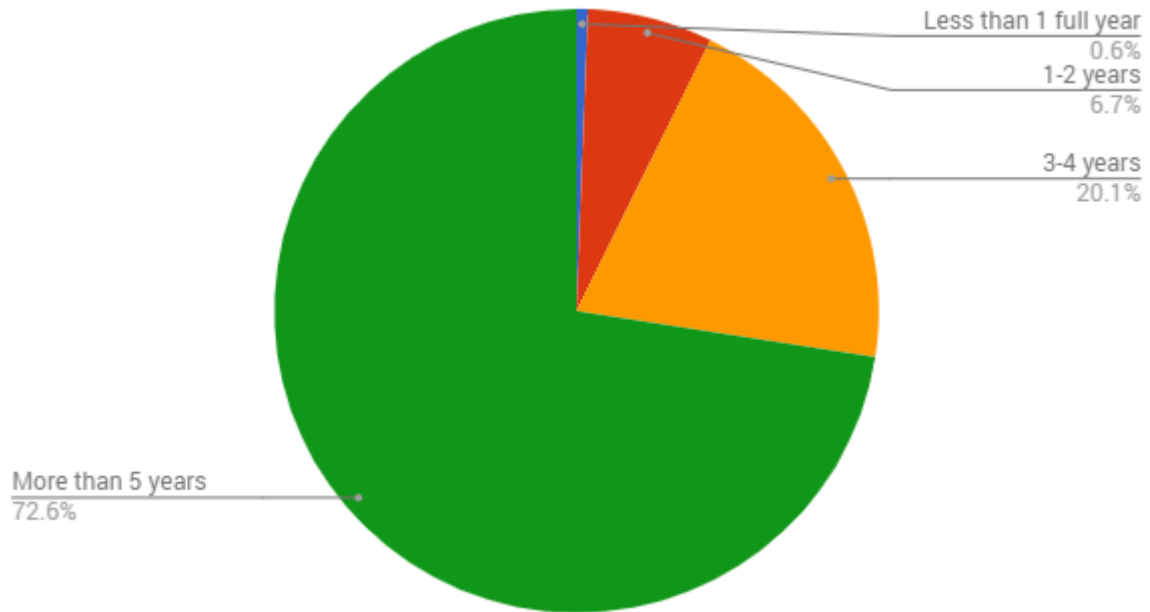
CUSS Shared Governance Survey 2017-2018

Coppin State University (CSU) Report

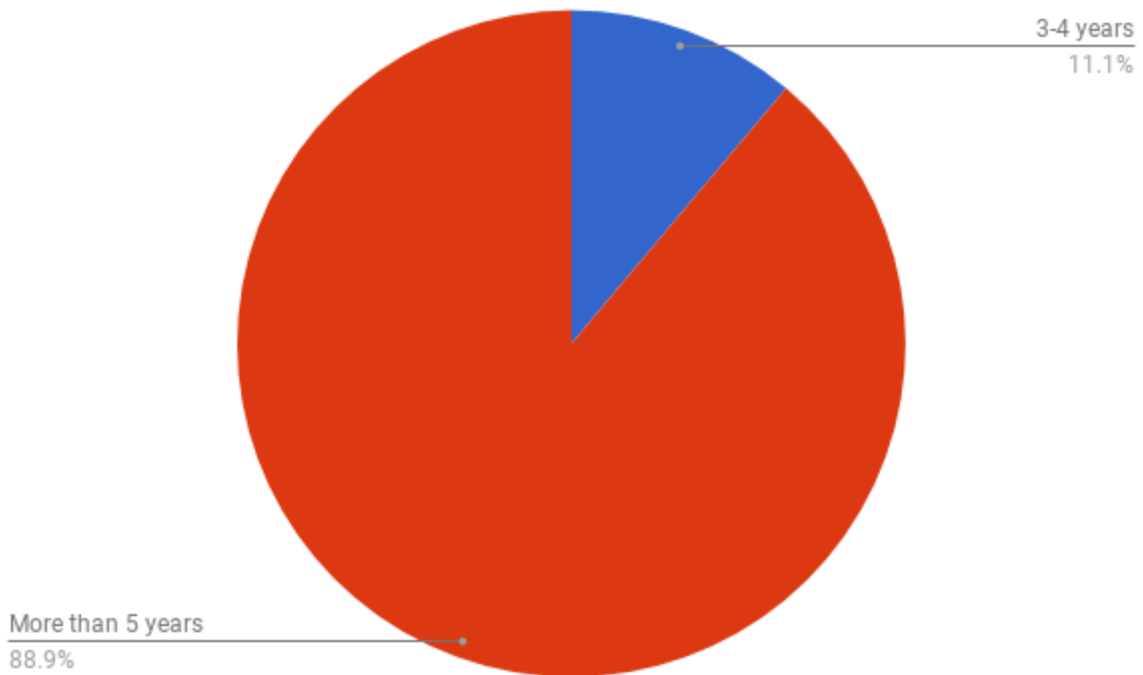
Total Participants: 9

Length of service at institution

Overall USM data:

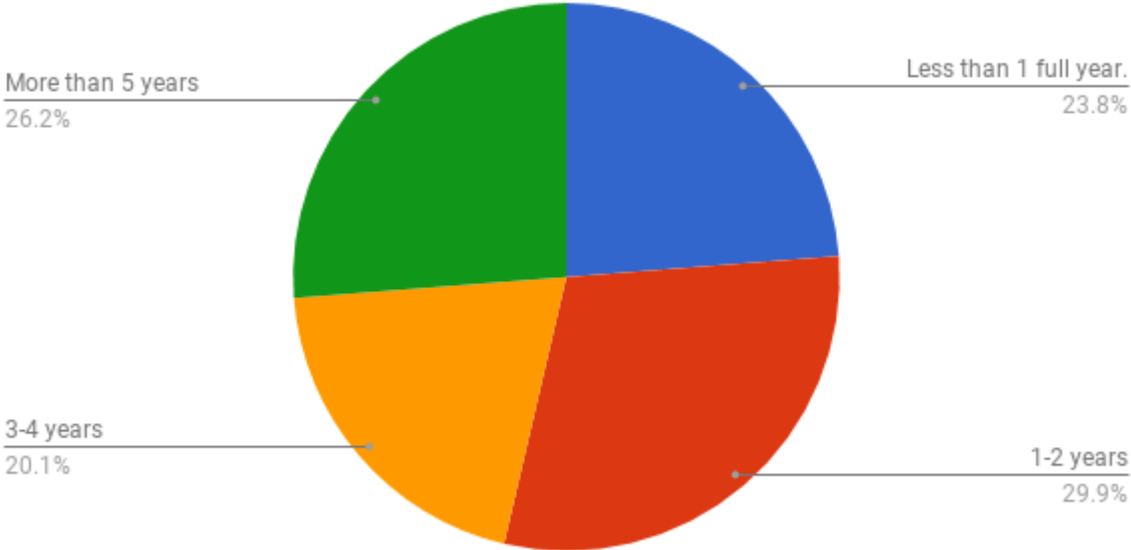


CSU Institutional Data:

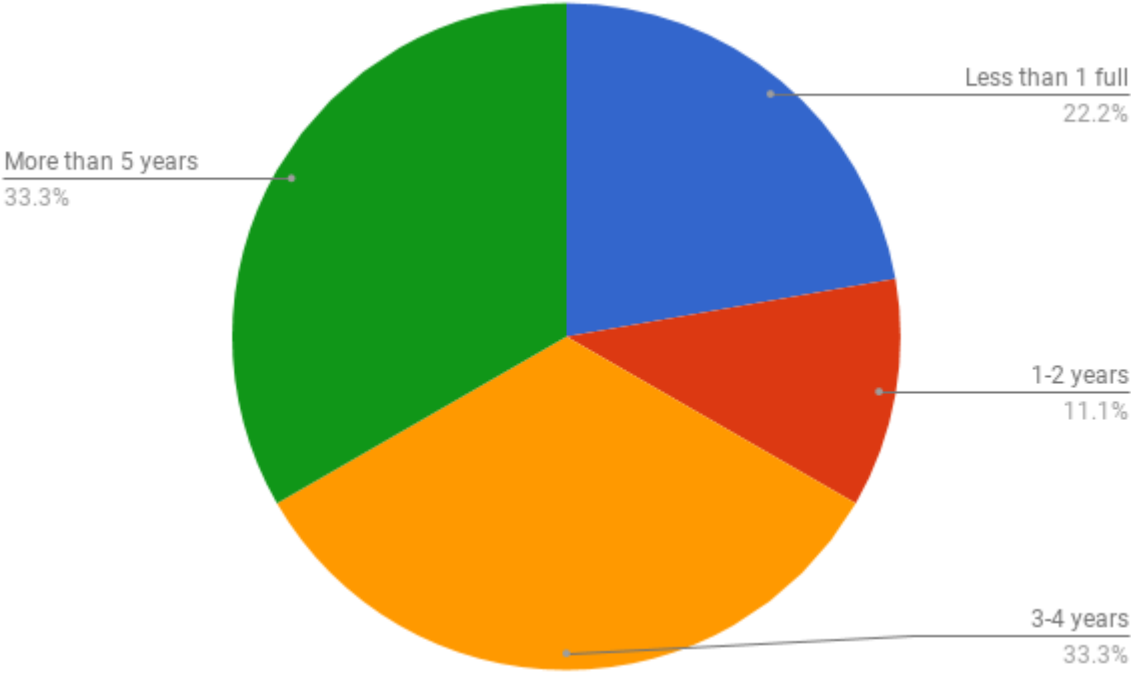


Length of involvement in staff Shared Governance

Overall USM data:



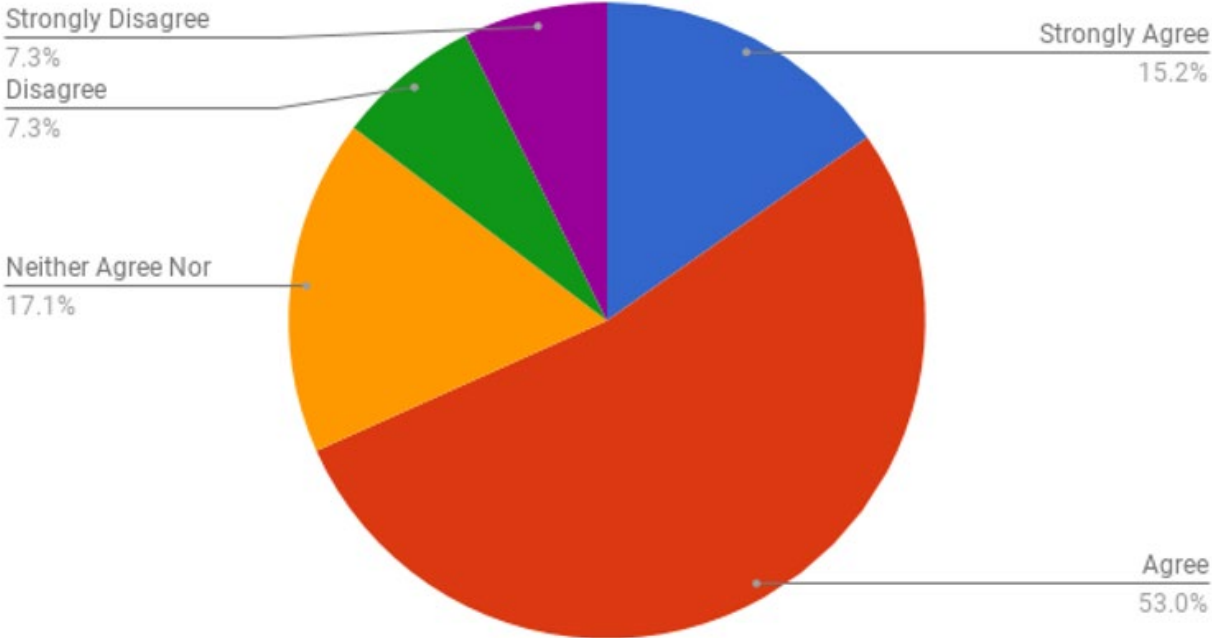
CSU Institutional Data:



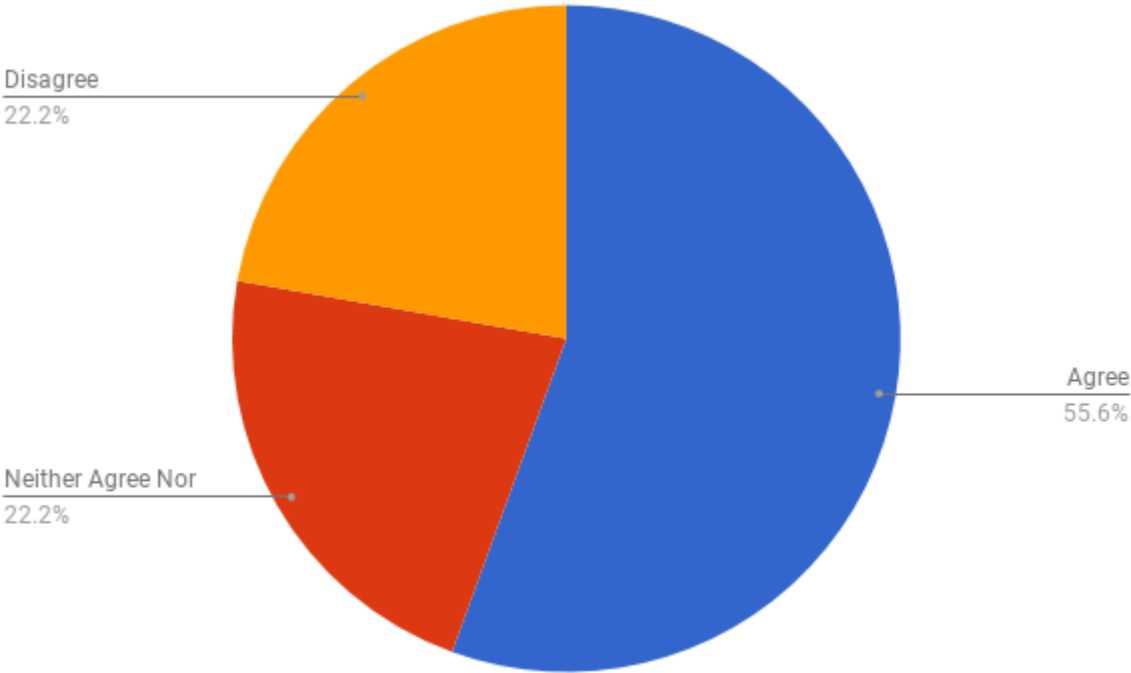
Climate for Governance

23. Shared governance on our campus is alive and healthy.

Overall USM data:



CSU Institutional Data:



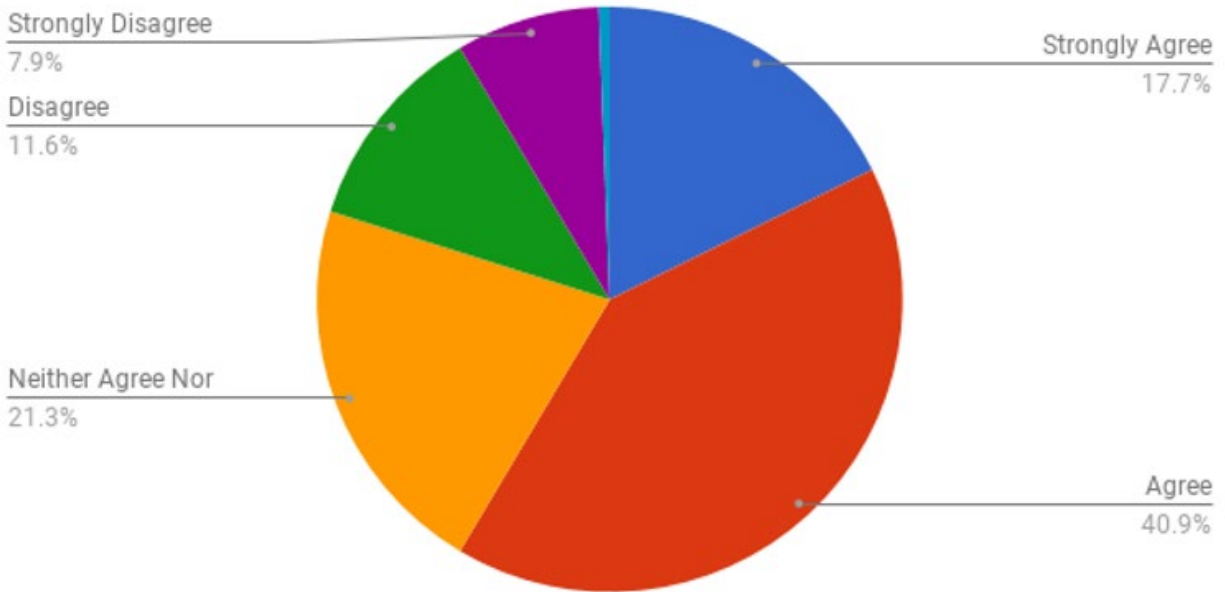
Survey comments on “Climate for Governance”:

- Shared Gov is alive and healthy. The processes are in place, but the participation beyond the administration and shared gov boards needs work
- Information is not always transparent
- Support for Shared Governance exists, but interest by staff and faculty vary.
- We are trying to increase the participation in shared governance on campus.
- I think sometimes shared governance functions as a formal function that allows the institution to "check a box." I wish there were a strategy to gain new participants and diversify the voice.

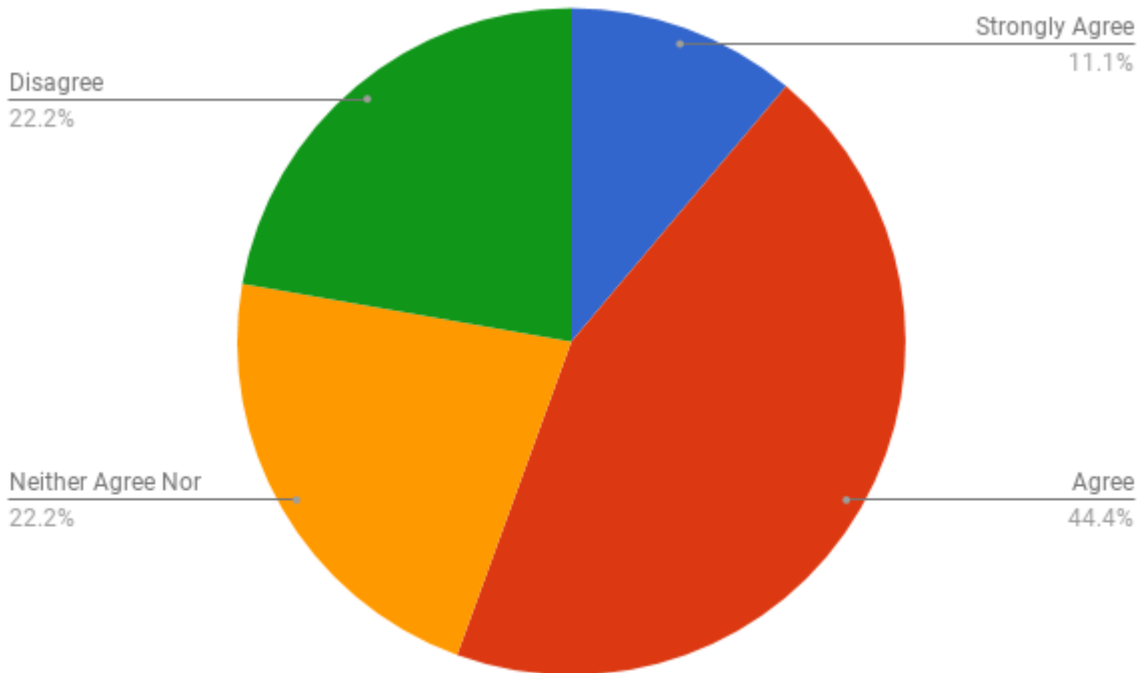
Institutional Communications

24. There is excellent communication and consultation between the administration and the staff and senate leaderships.

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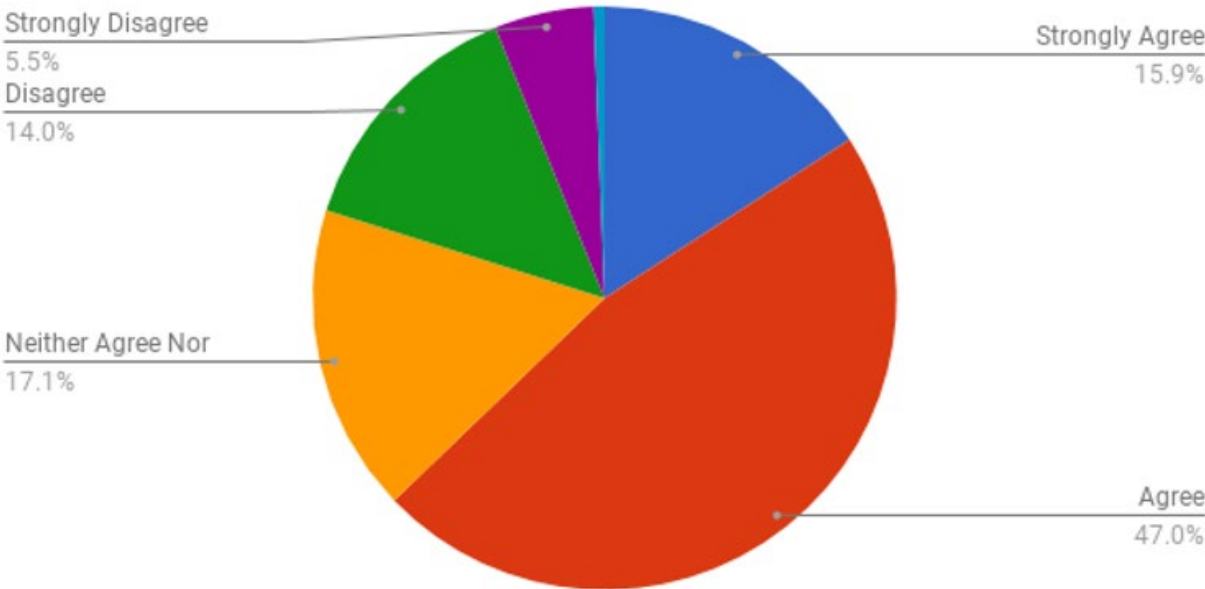


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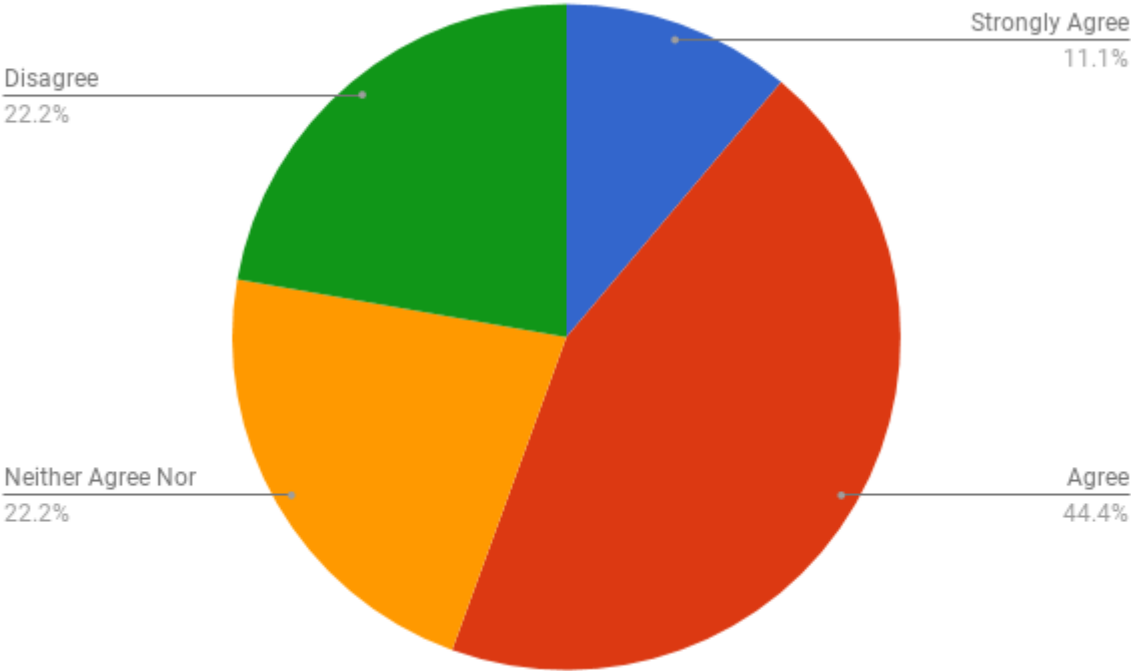


25. Staff can openly communicate governance issues with cabinet/upper management.

Overall USM data:

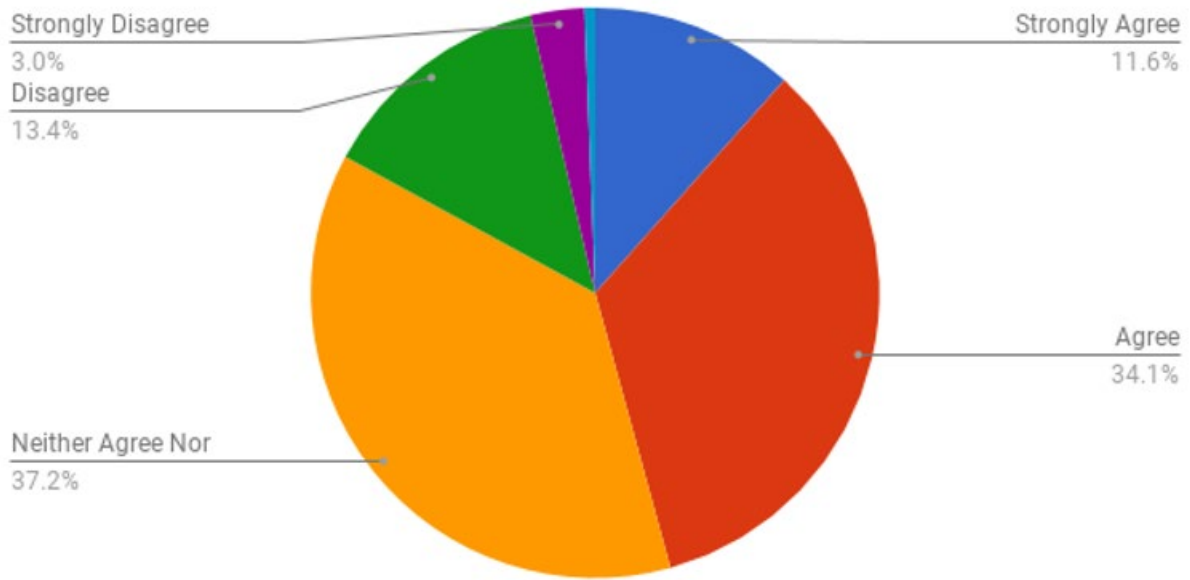


CSU Institutional Data:

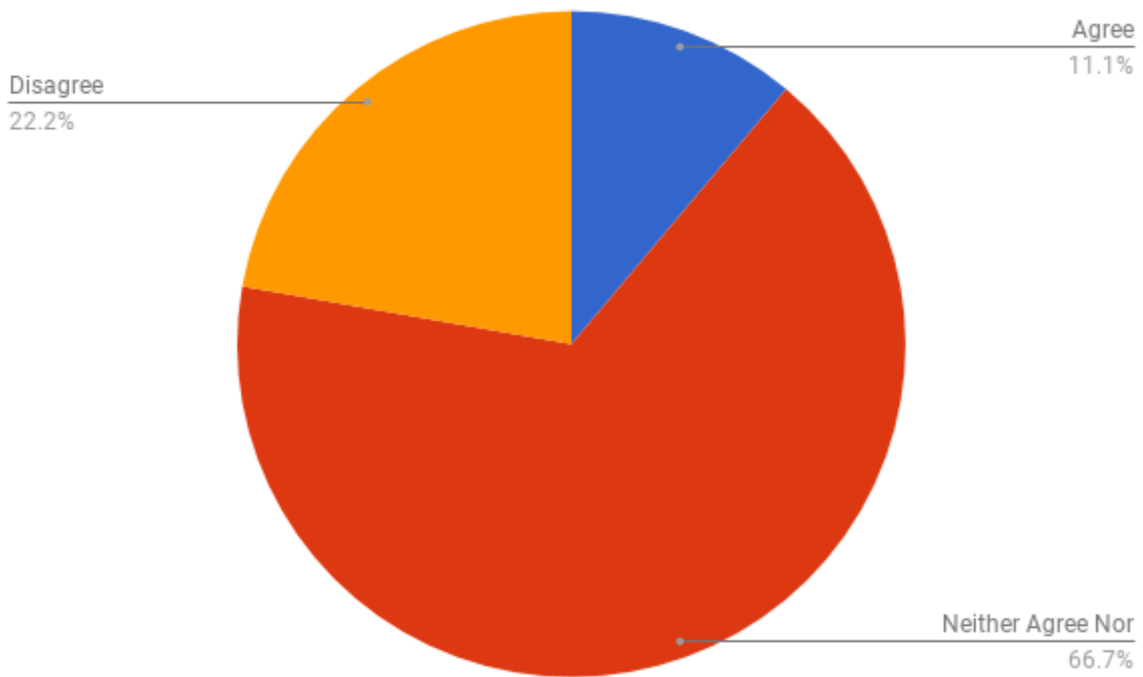


26. Feedback is presented in a timely manner, be it positive or negative.

Overall USM data:



CSU Institutional Data:



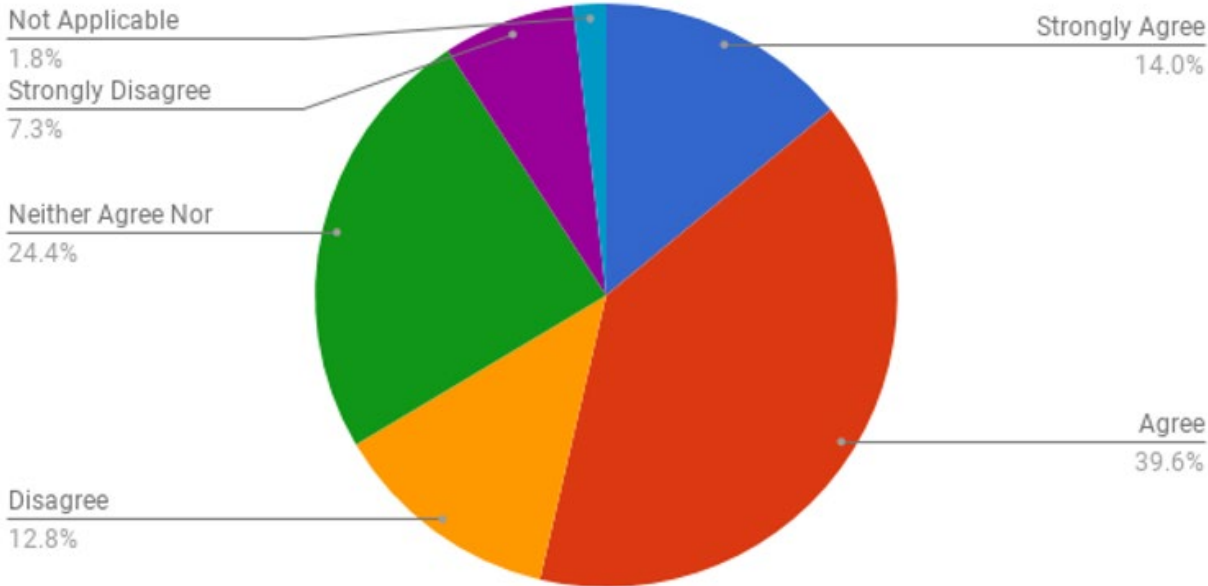
Survey comments on “Institutional Communication”:

- If the proper channels are used, all of this works fine. The shared gov process and channels have to be utilized.
- Some of our questions go unanswered, feedback is not presented in a timely manner.

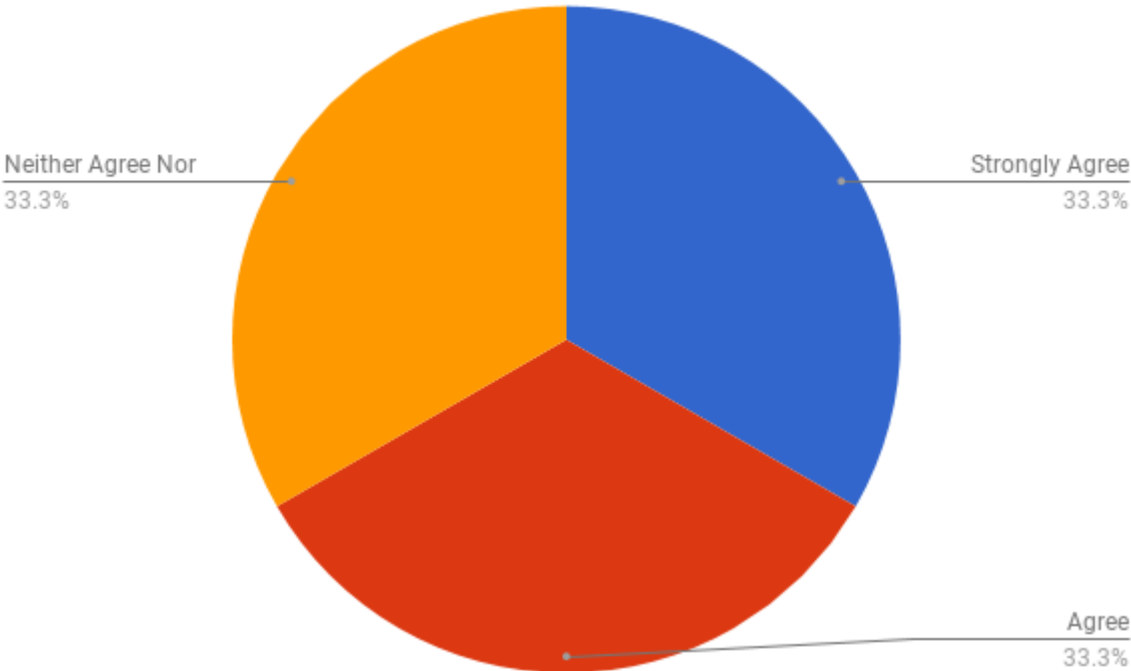
Senate's Role

27. The staff senate plays an important role in providing academic and administrative functions at the university.

Overall USM data:

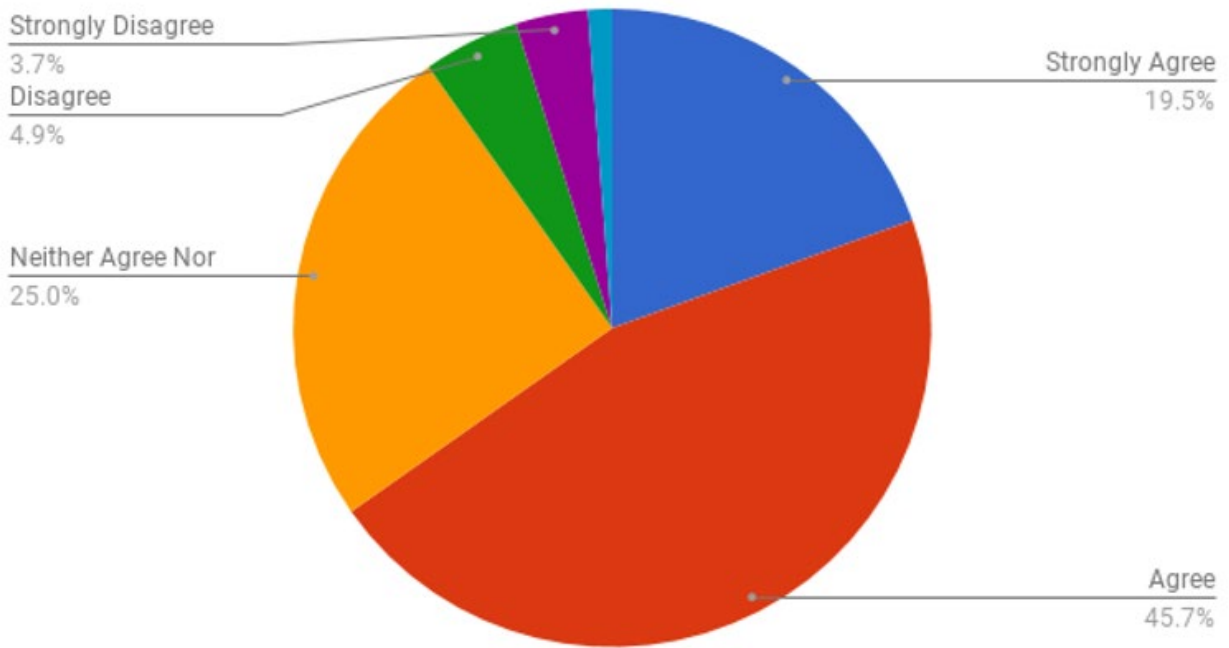


CSU Institutional Data:

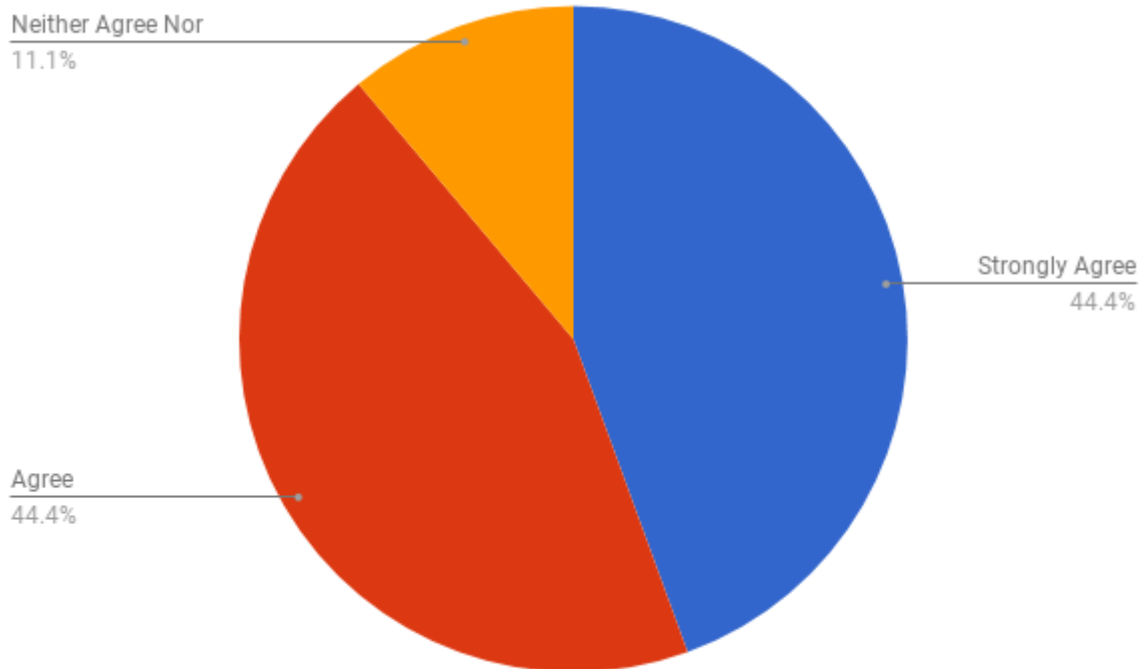


28. Your role with staff senate is valued.

Overall USM data:



CSU Institutional Data:



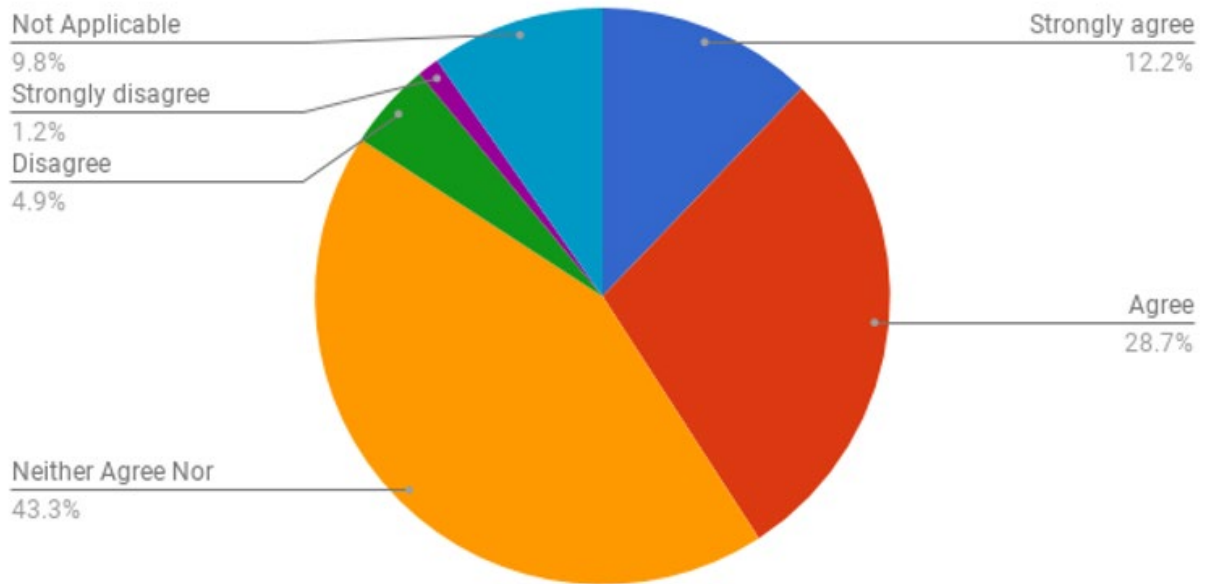
Survey comments on “Senates Role”:

- Unsure of the staff senate impact on decisions

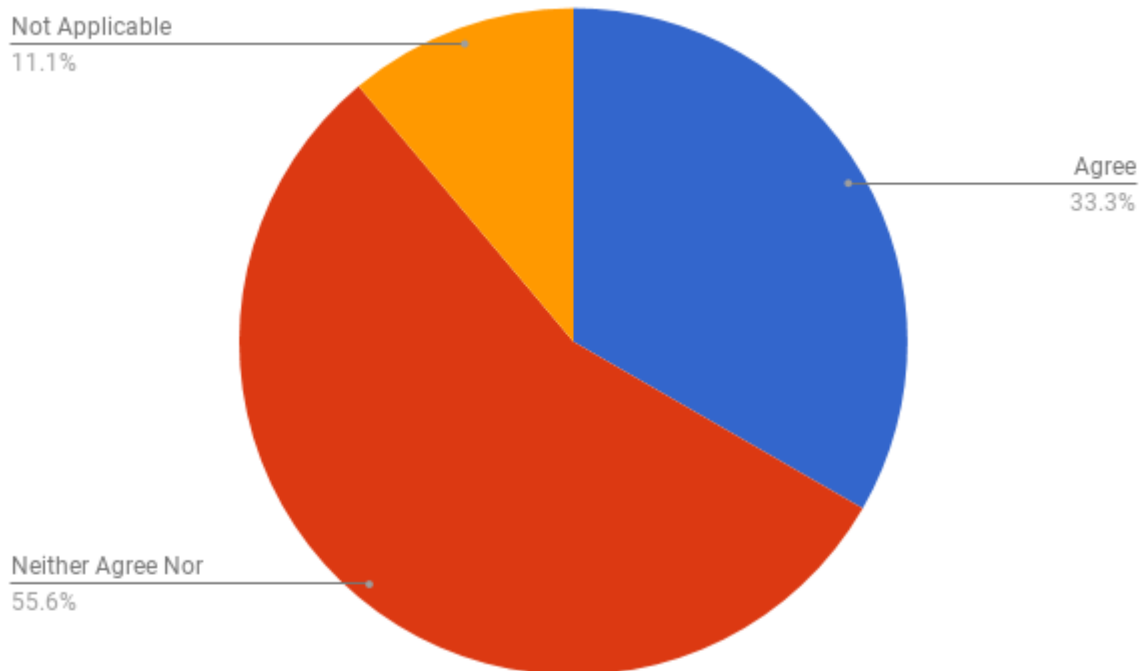
The President's Role

29. Other than on rare occasions, the president seldom overturns staff decisions and recommendations.

Overall USM data:

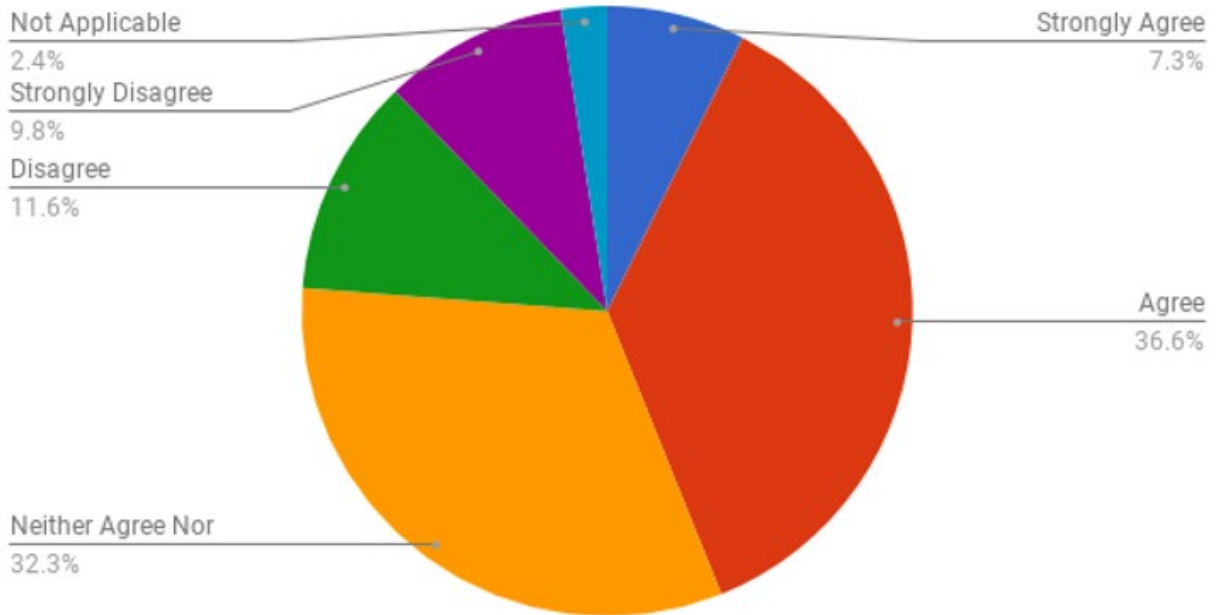


CSU Institutional Data:

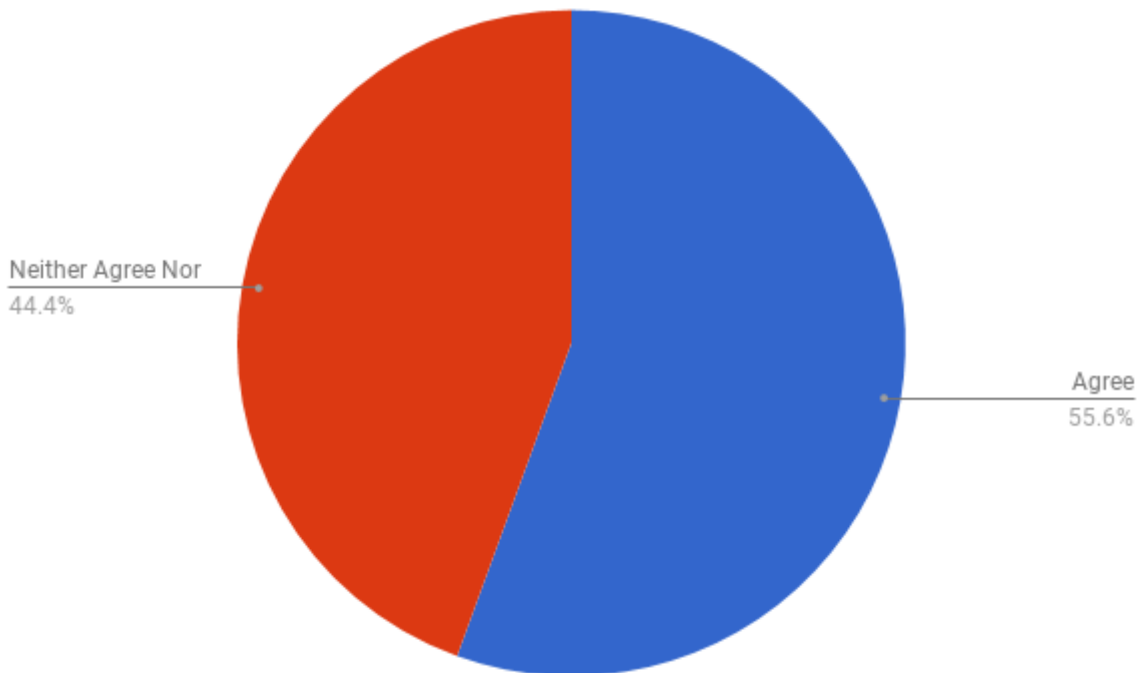


30. The president seeks meaningful staff input on those issues (such as budgeting) in which the staff has an appropriate interest but not primary responsibility.

Overall USM data:

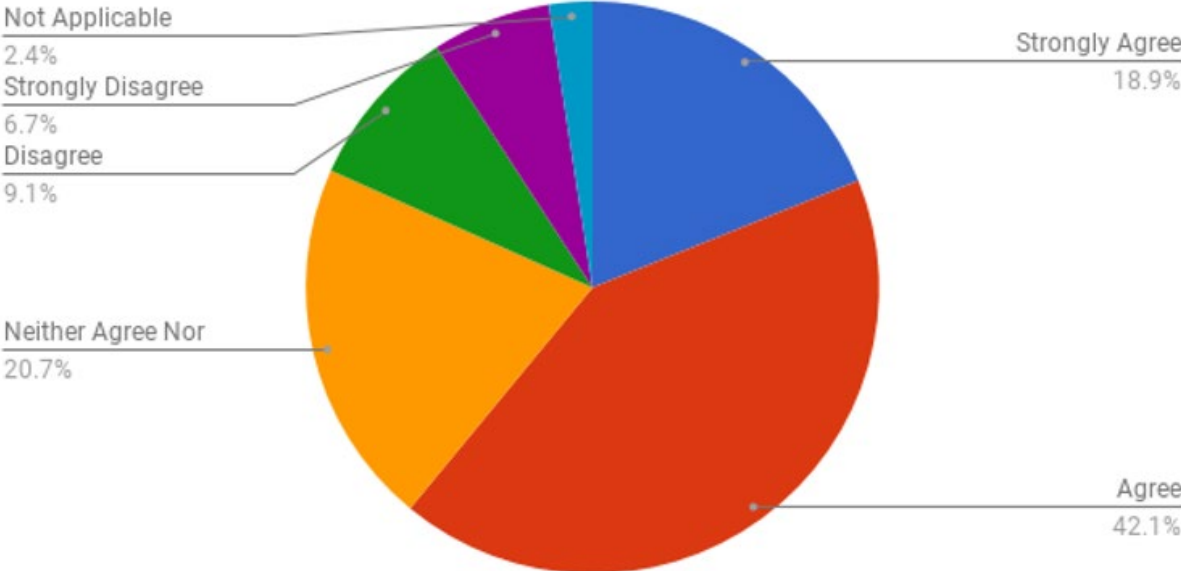


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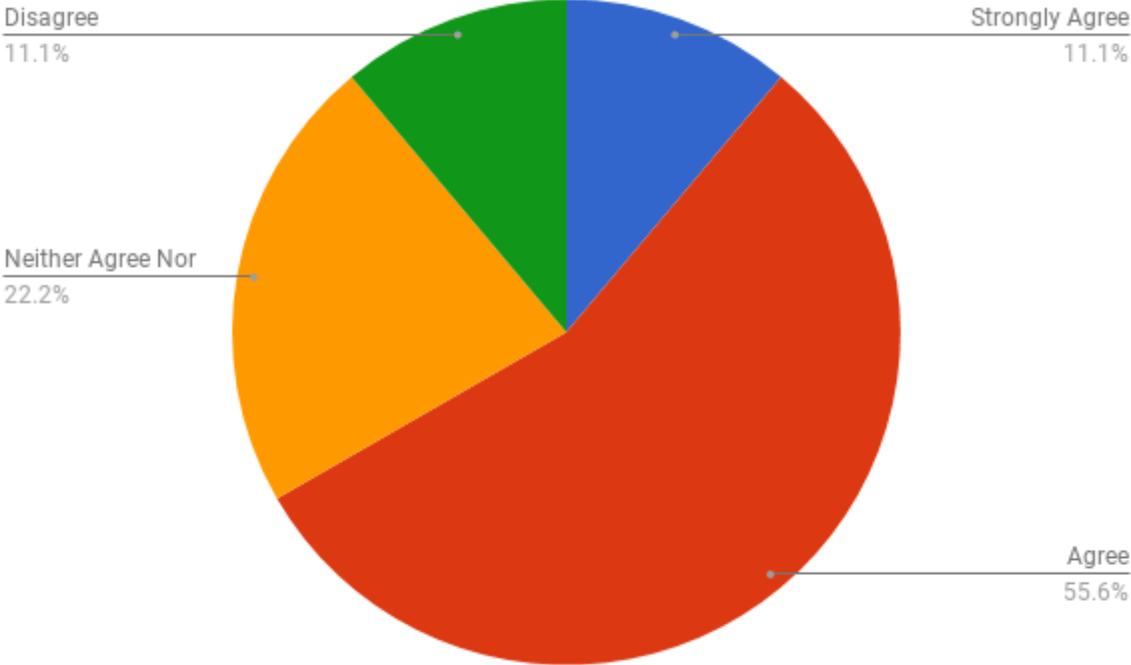


31. The president is transparent in communicating decisions, changes and recommendations.

Overall USM data:

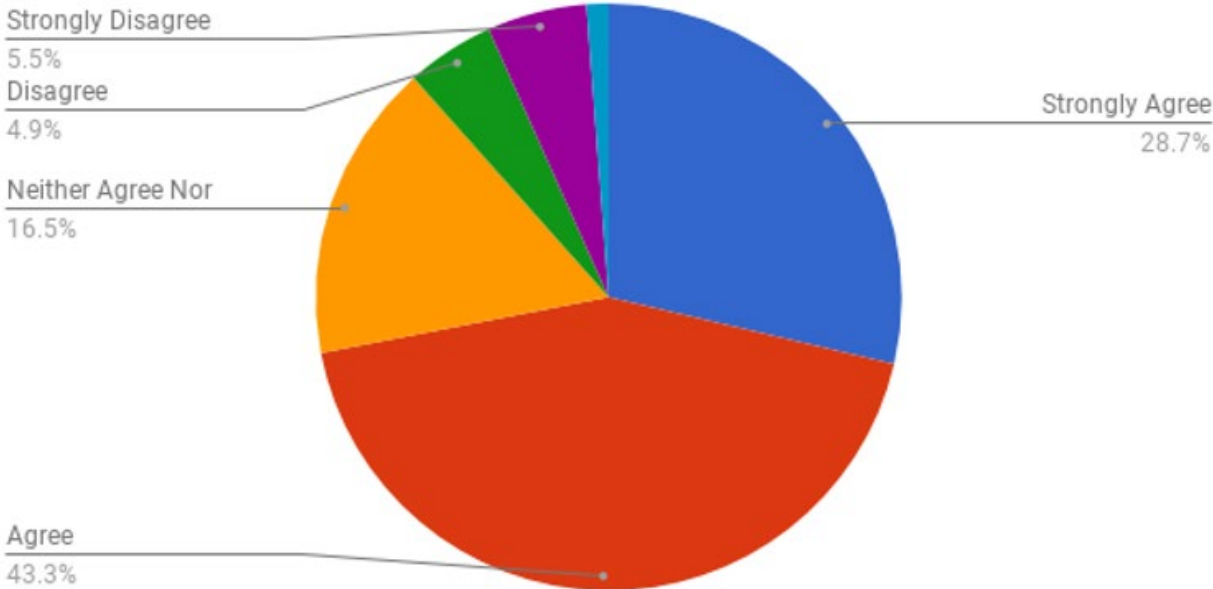


CSU Institutional Data:

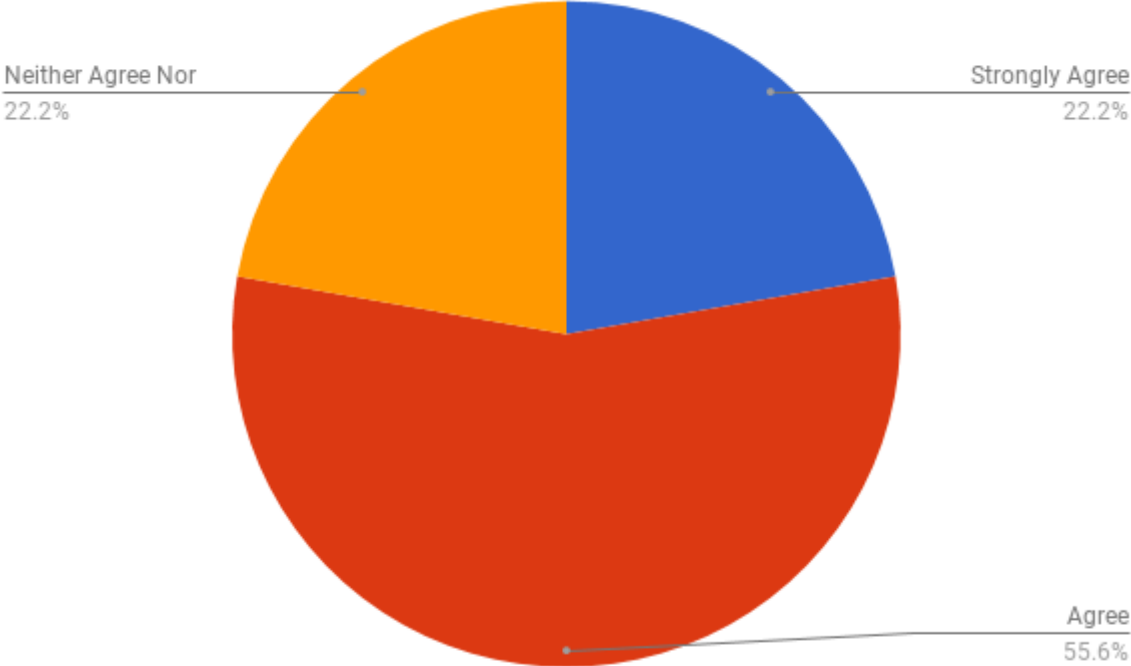


32. The president supports and advocates the principles of shared governance within colleges, divisions, and departments.

Overall USM data:

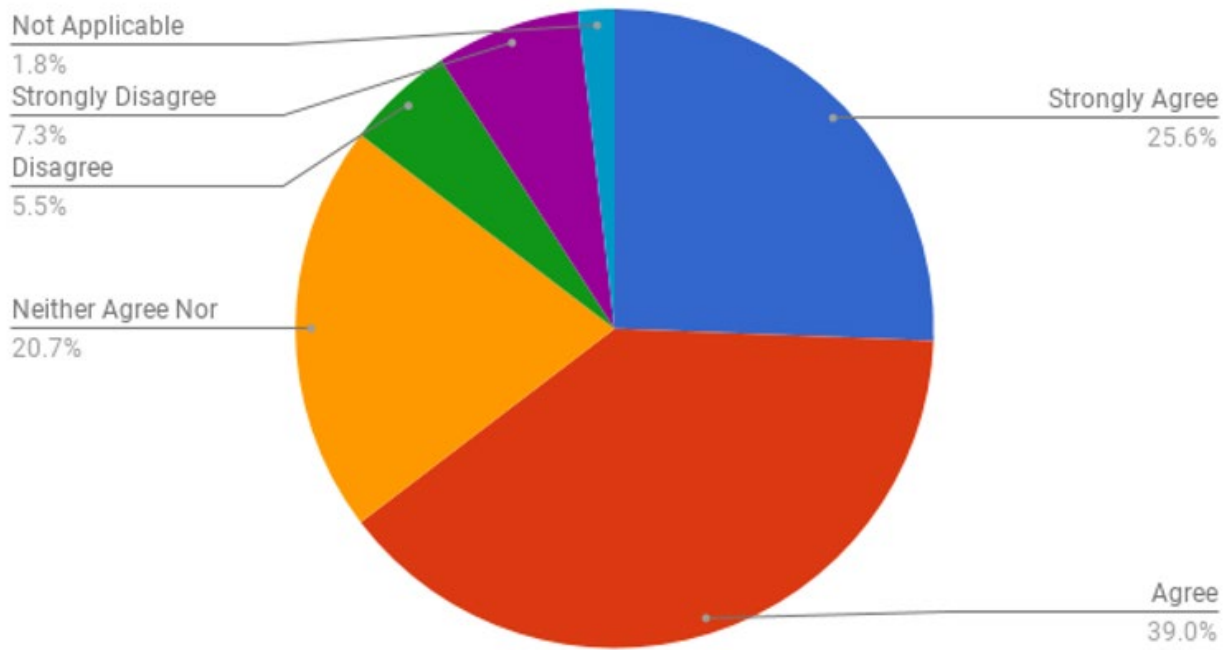


CSU Institutional Data:

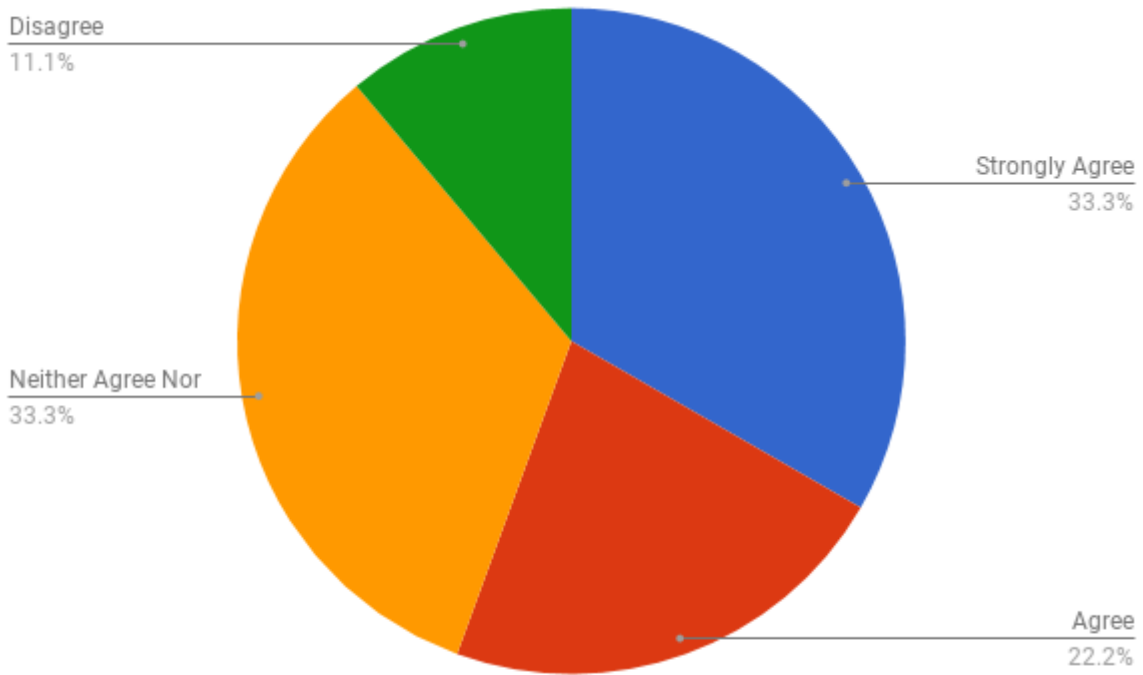


33. There is open communication with staff senate.

Overall USM data:



CSU Institutional Data:



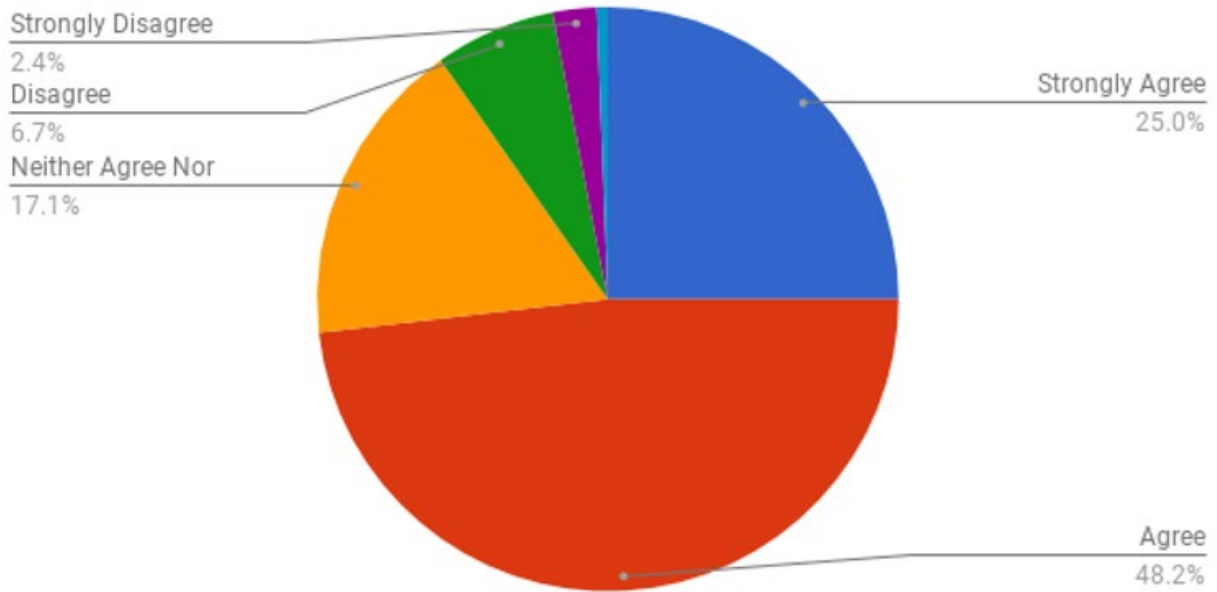
Survey comments on “The President’s Role”:

- **None.**

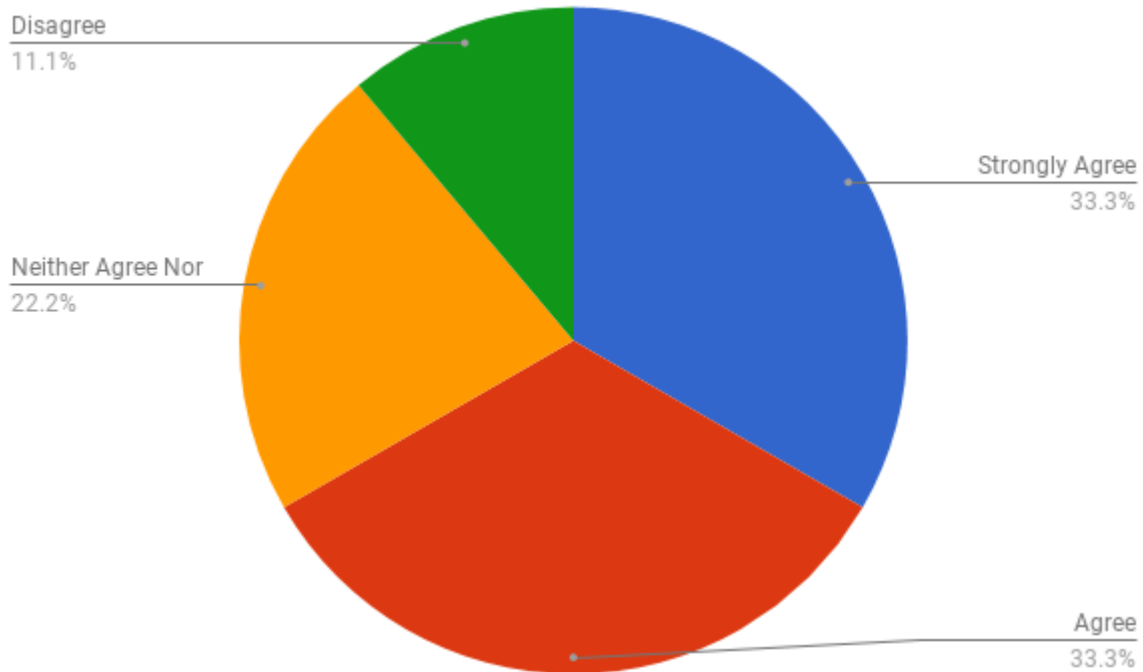
The Staff's Role

34. The administration is supportive of staff involvement in shared governance.

Overall USM data:

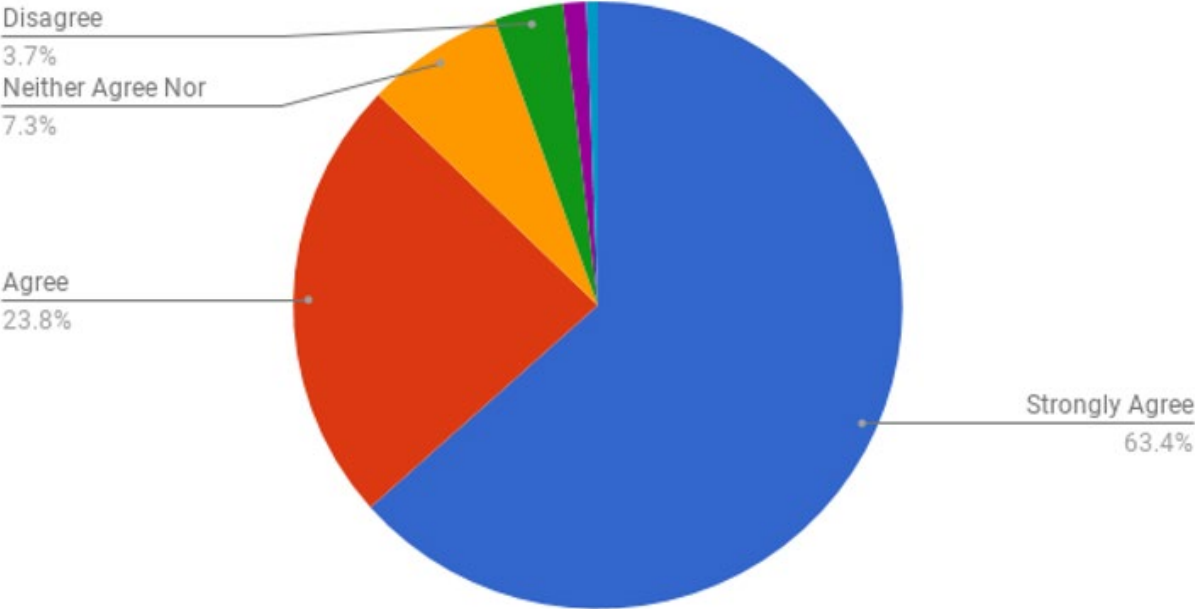


CSU Institutional Data:

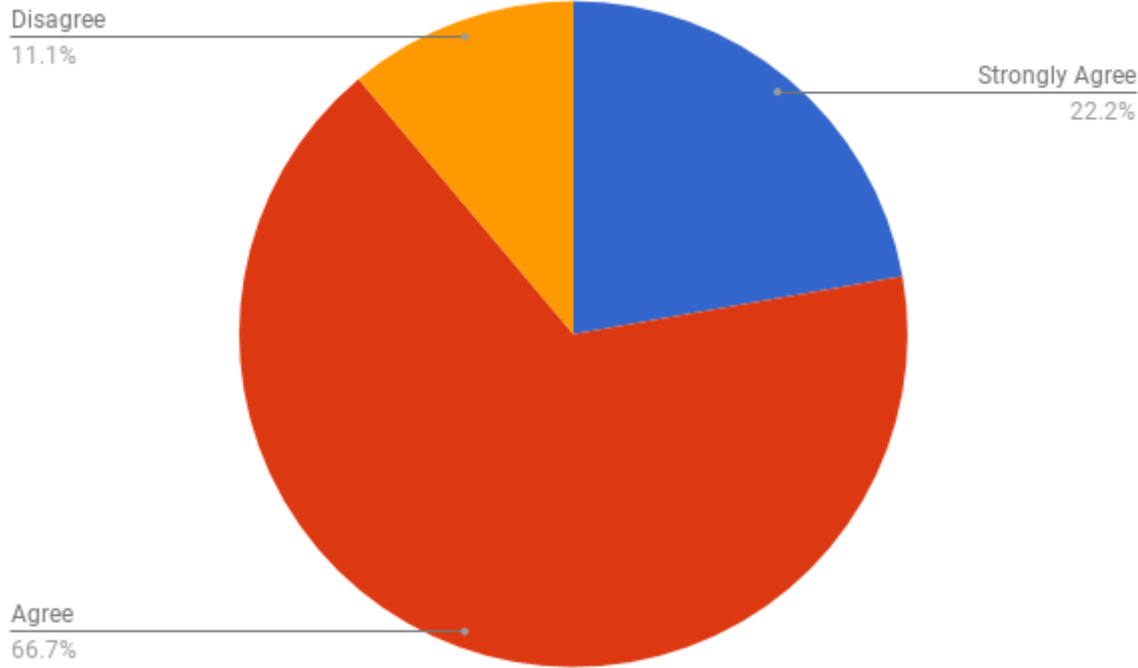


35. My immediate supervisor is supportive of my involvement in shared governance when I need to attend a related event or meeting during work hours.

Overall USM data:



CSU Institutional Data:



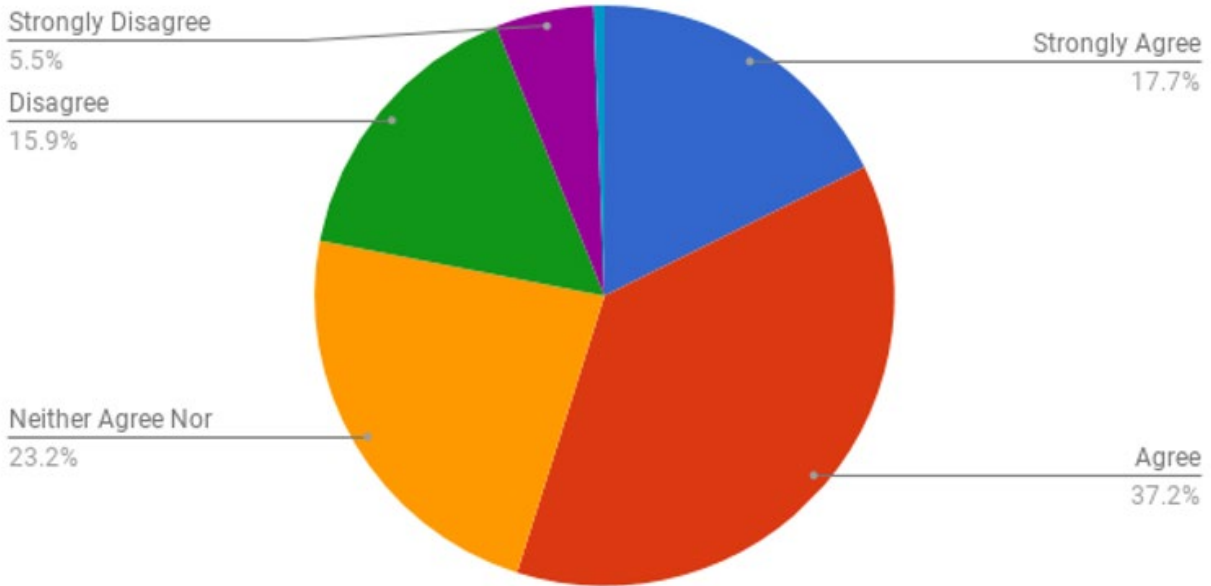
Survey comments on “The Staff’s Role”:

- The administration is supportive of staff involvement in shared governance, providing customer service to our students is our first priority.

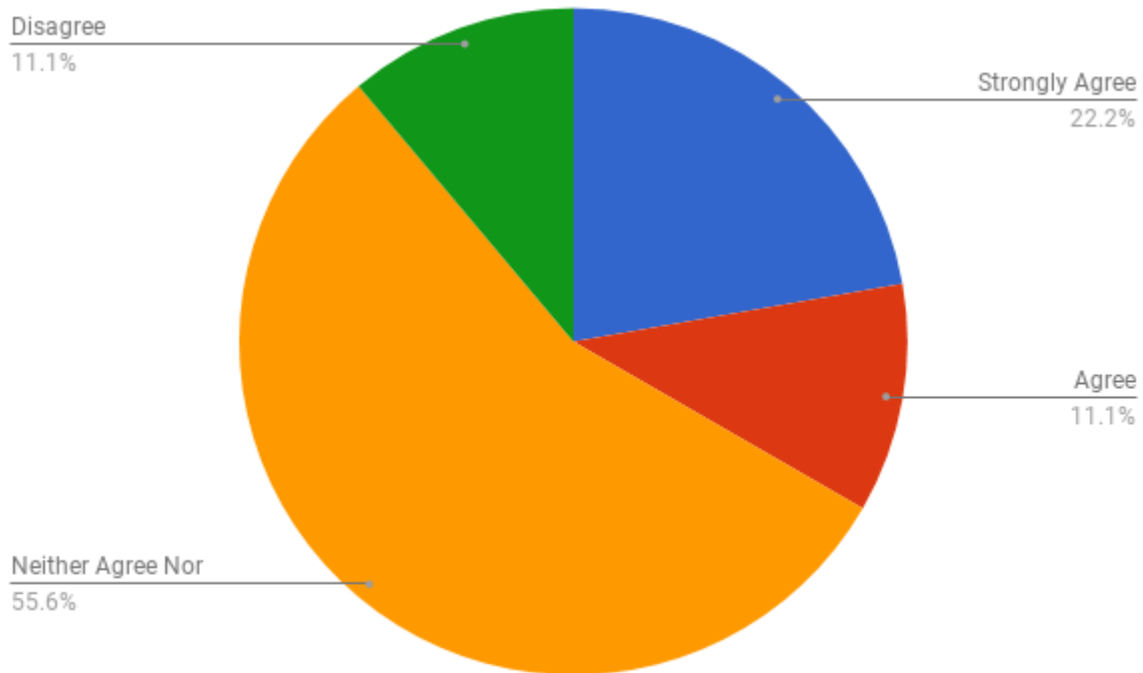
Joint Decision-Making

36. The administration utilizes staff involvement in the area of planning and strategic planning.

Overall USM data:

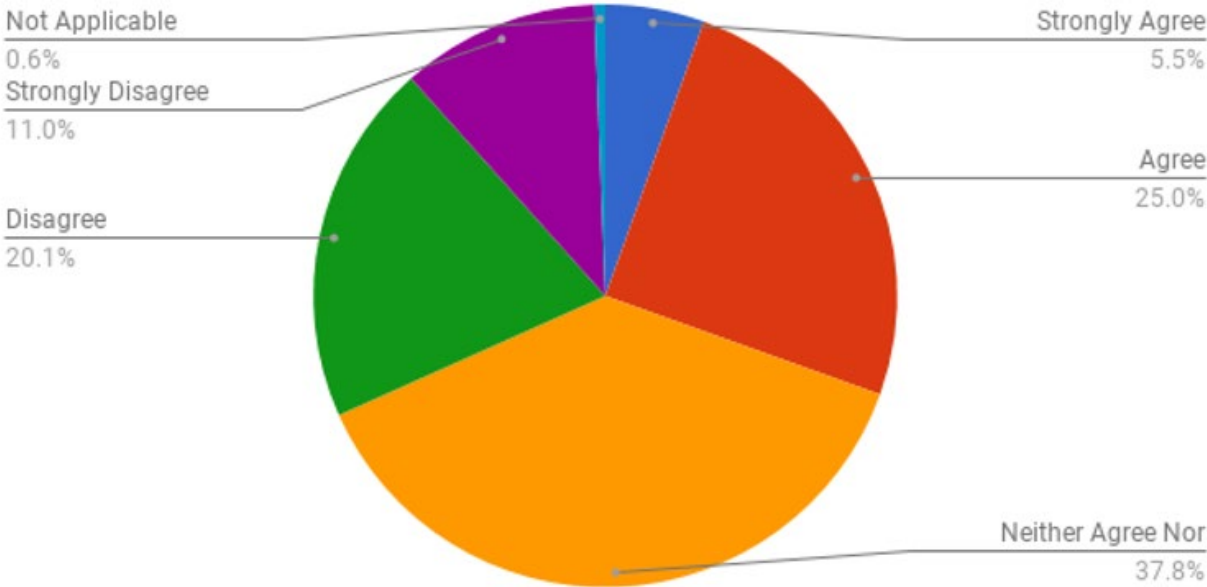


CSU Institutional Data:

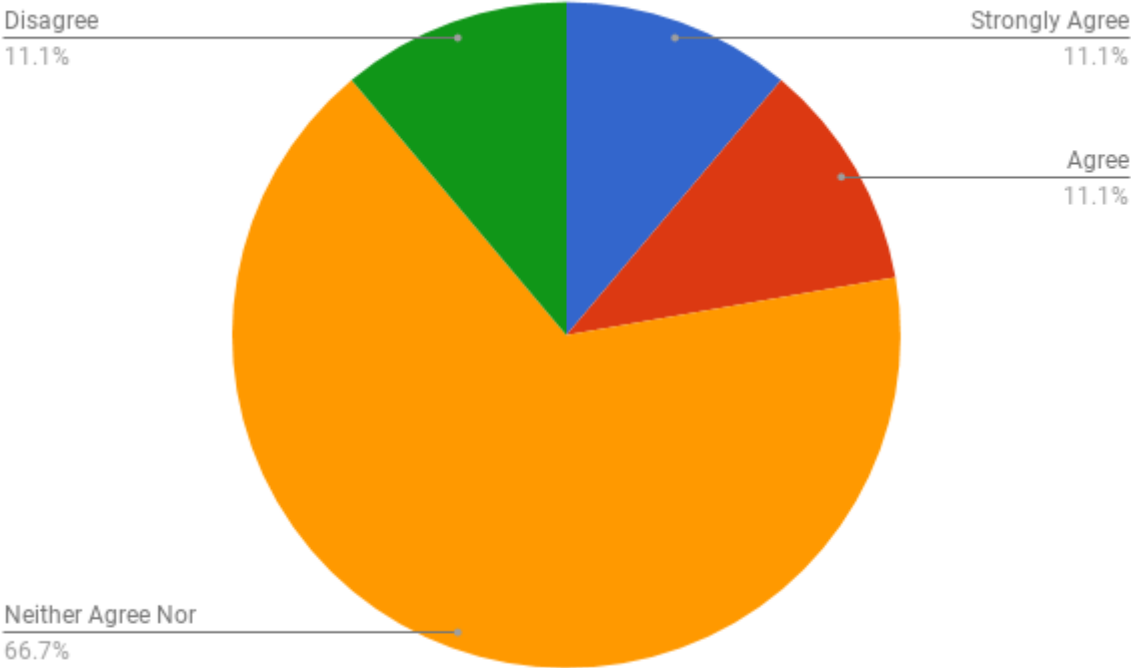


37. The administration recognizes staff involvement in budgeting and fiscal resource planning.

Overall USM data:

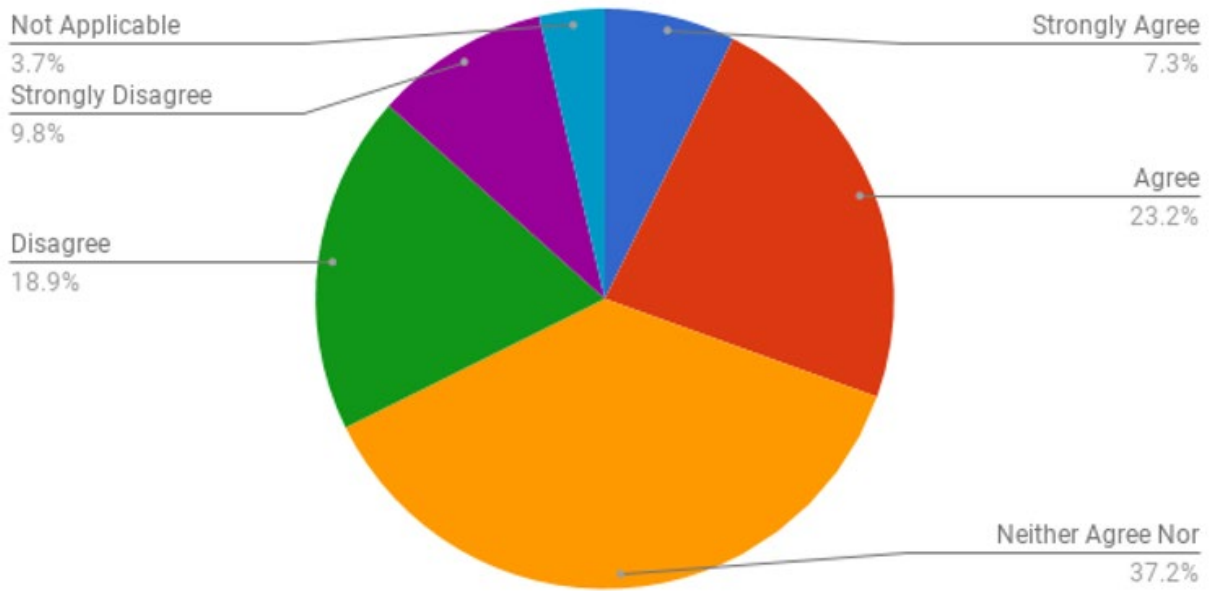


CSU Institutional Data:

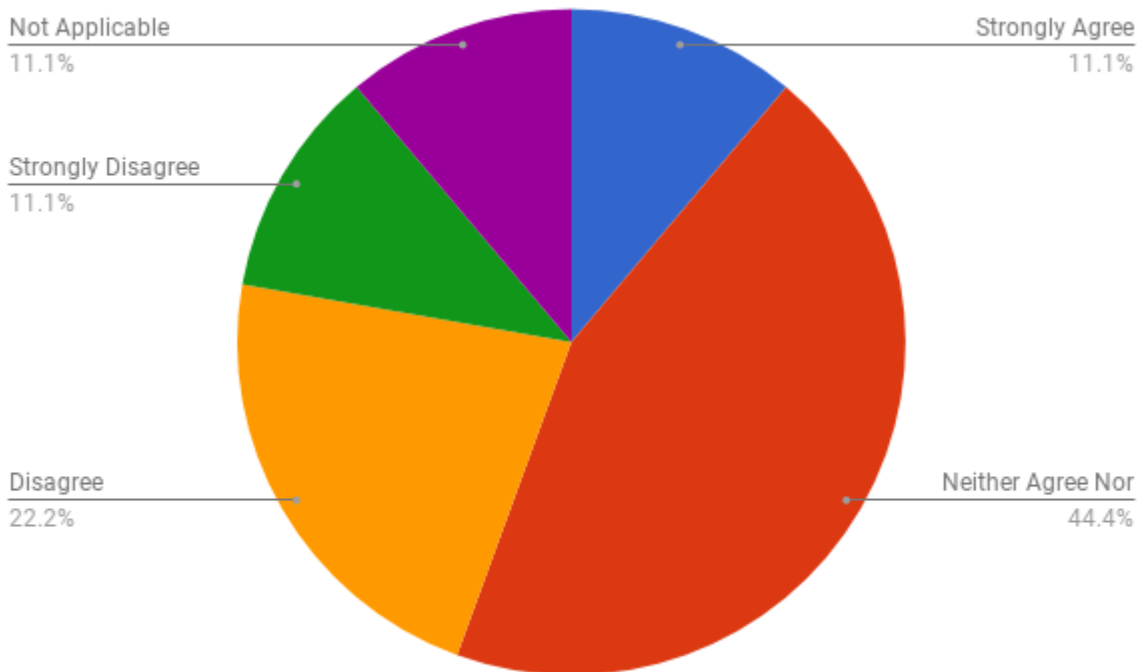


38. The administration recognizes staff involvement in academic affairs and program development.

Overall USM data:

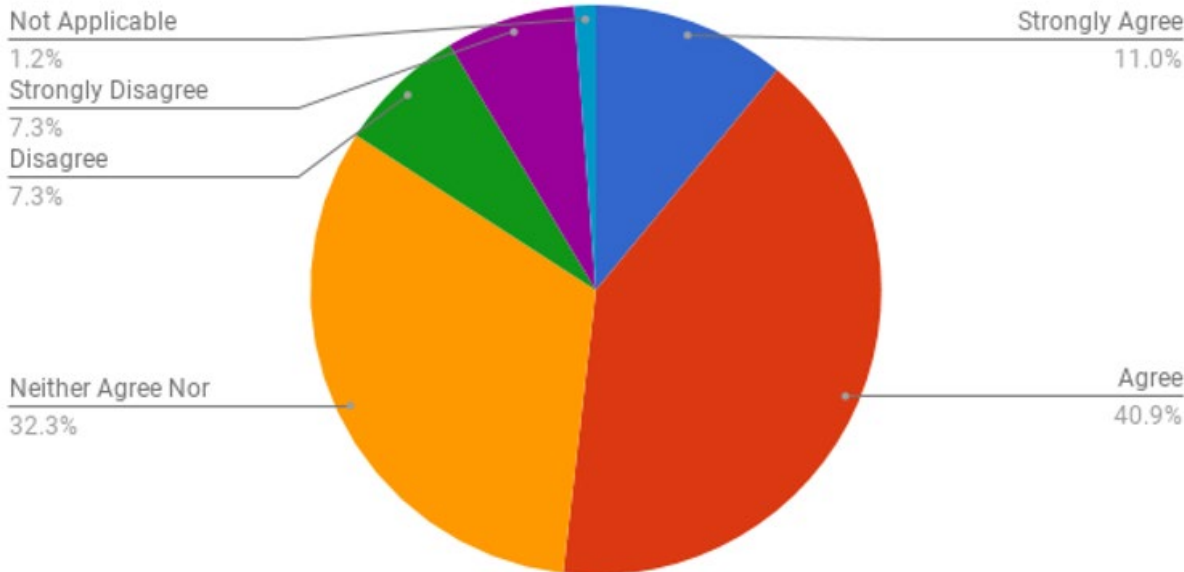


CSU Institutional Data:

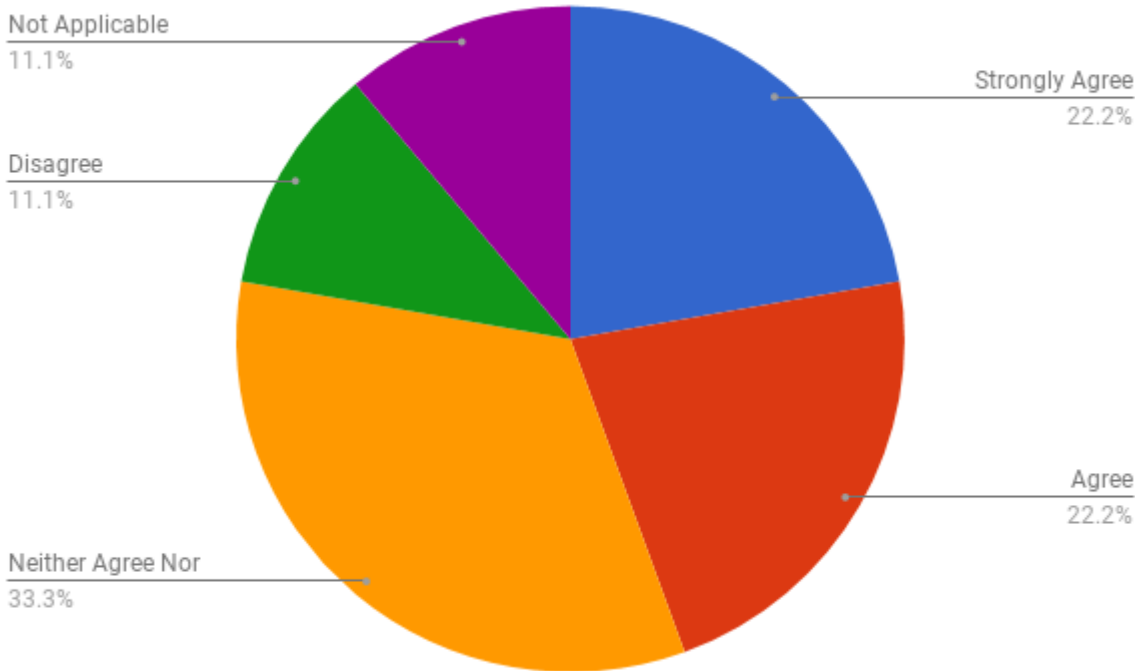


39. The administration supports staff involvement in staff selection and hiring.

Overall USM data:

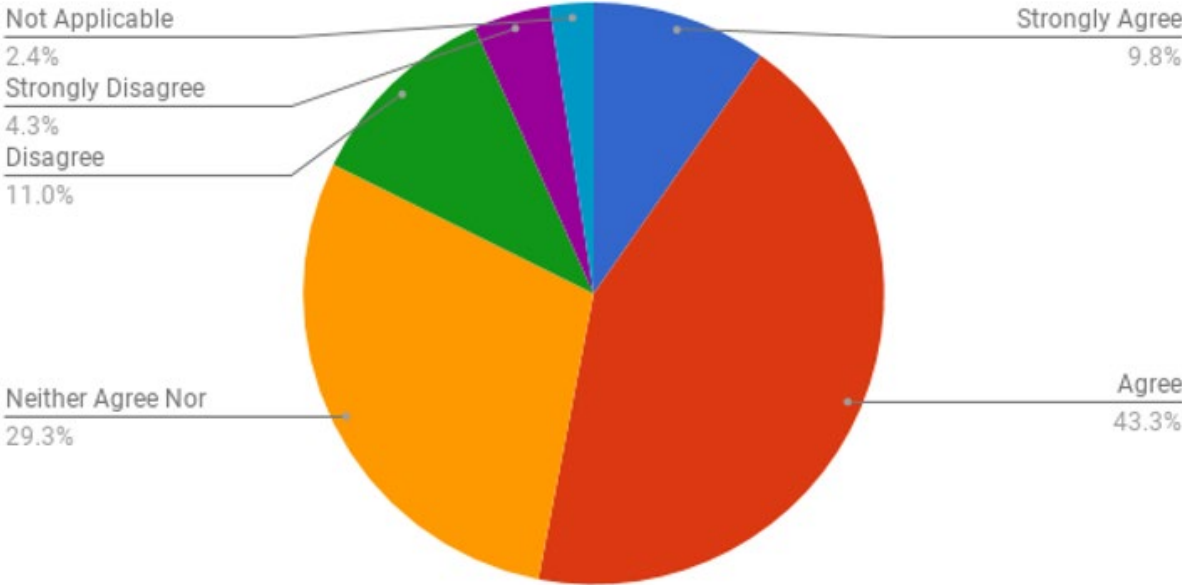


CSU Institutional Data:

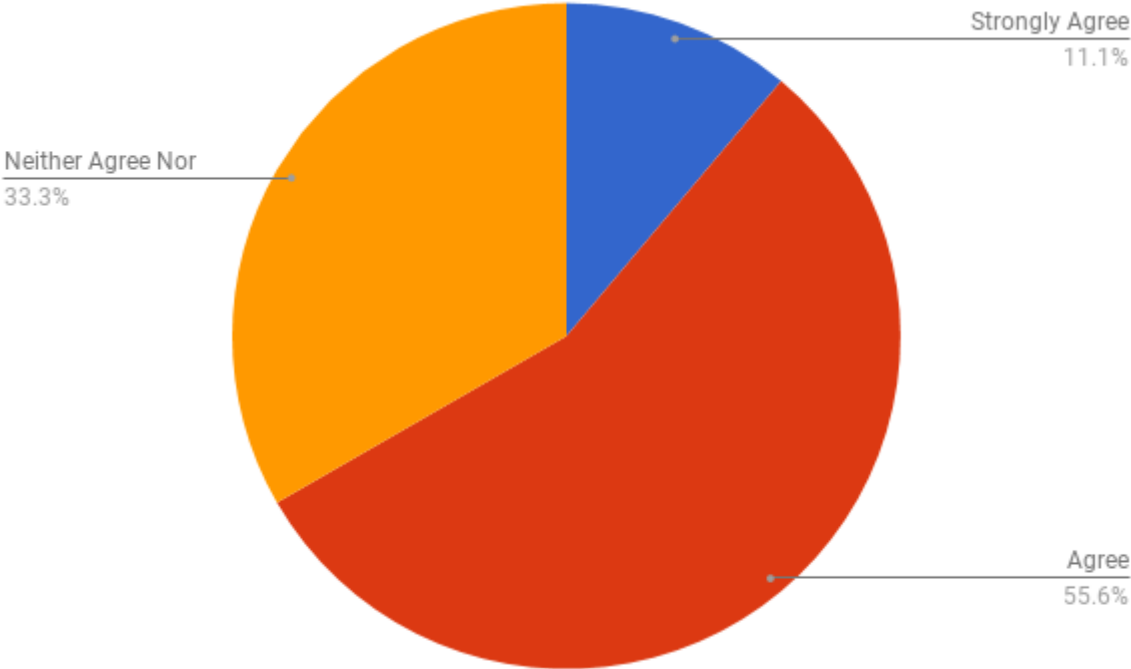


40. Structures and processes that allow for shared governance are clearly defined in the governance documents (e.g. staff handbook).

Overall USM data:



CSU Institutional Data:



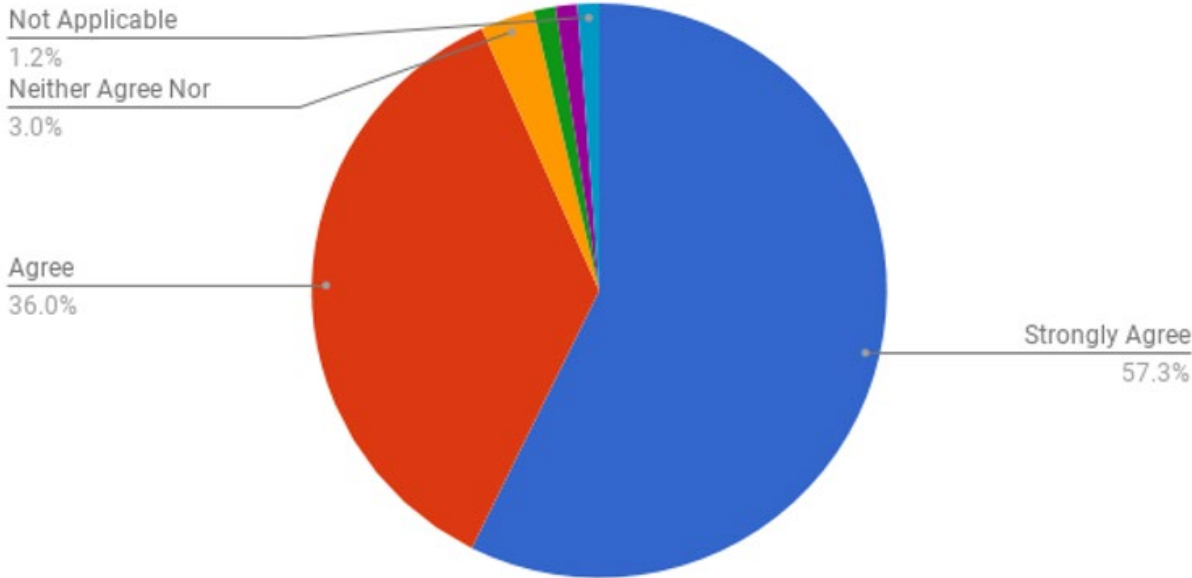
Survey comments on “Joint Decision Making”:

- The handbook provides a wealth of information.

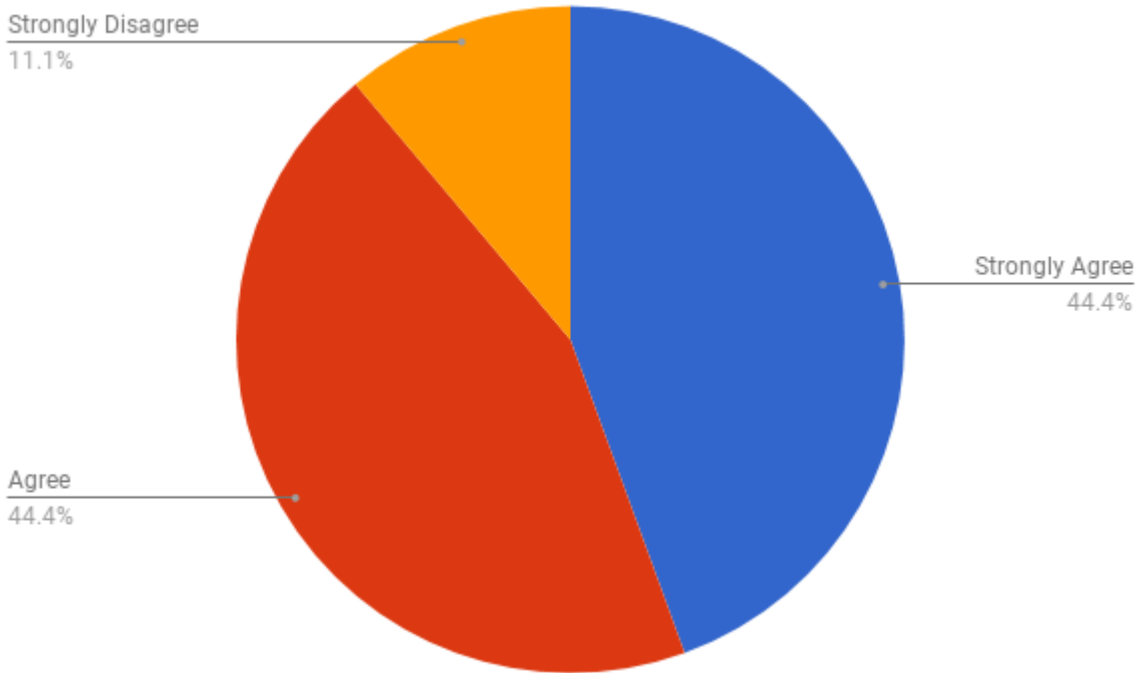
Structural Arrangements for Shared Governance

41. The staff senate and/or other institution-wide governance bodies meet on a regular basis.

Overall USM data:

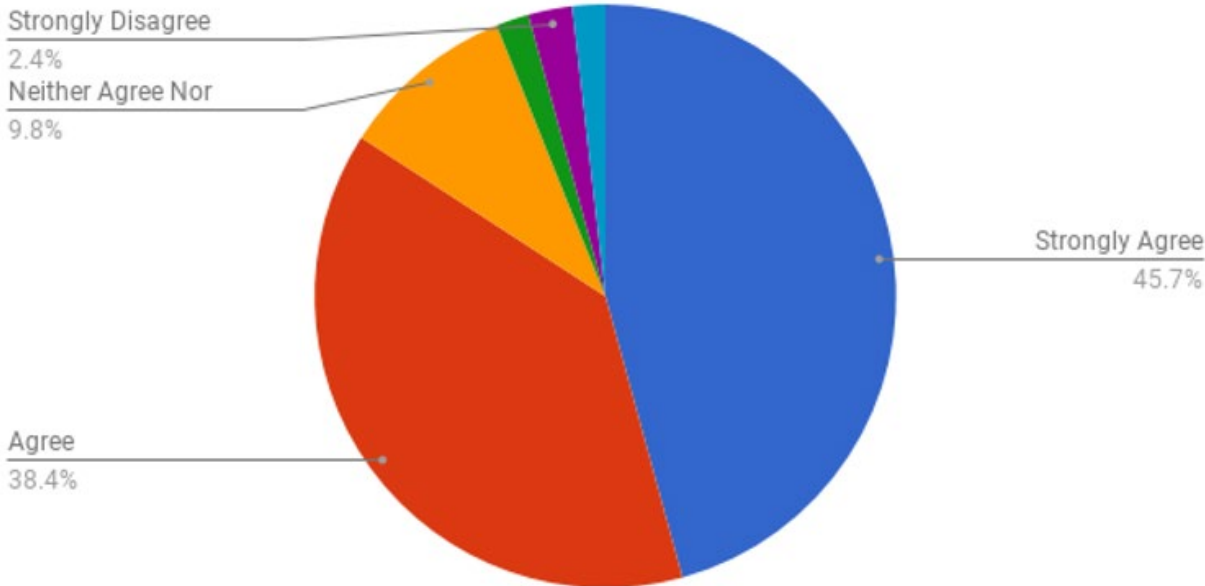


CSU Institutional Data:

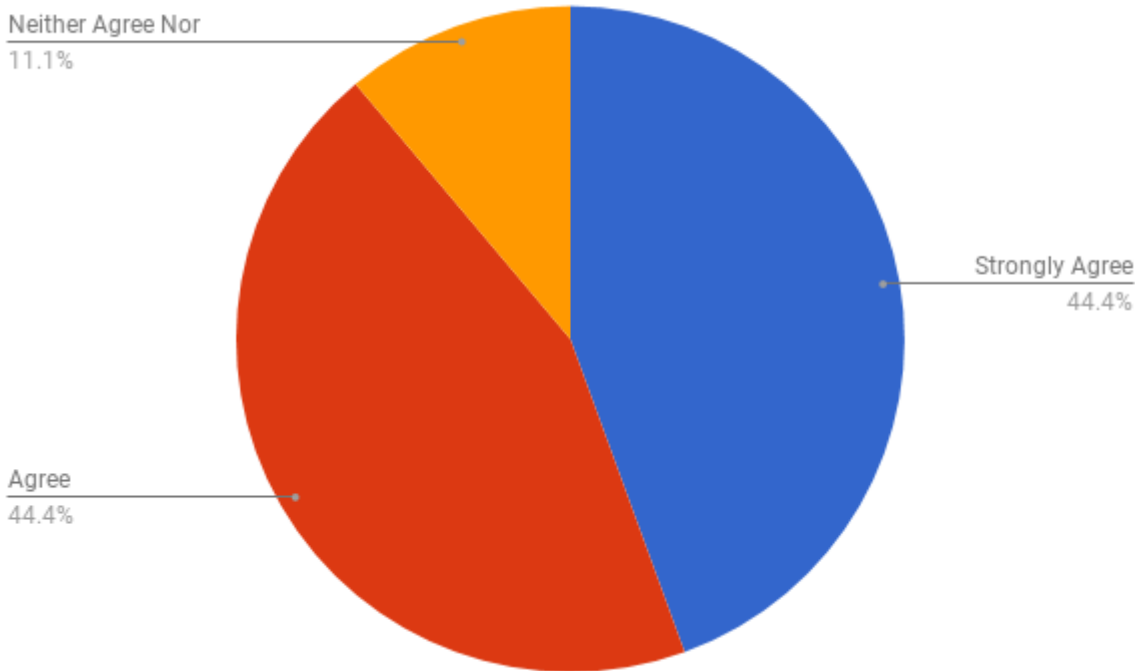


42. Staff determine how their own representatives are selected.

Overall USM data:

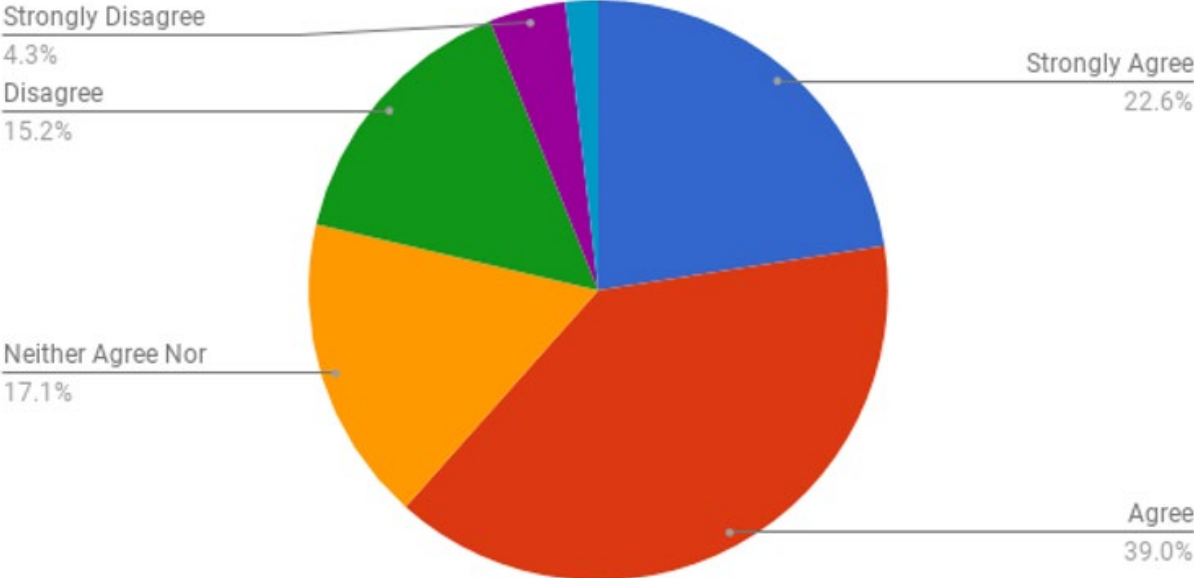


CSU Institutional Data:

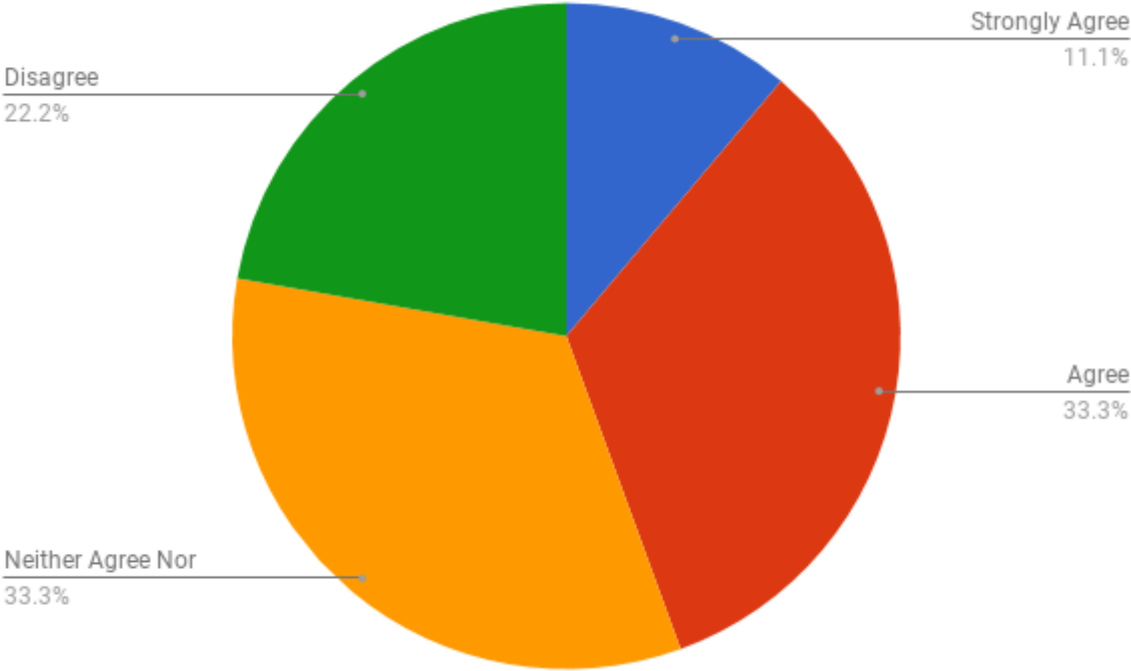


43. The administration provides adequate institutional support for shared governance to function (budget, liaison, etc.).

Overall USM data:



CSU Institutional Data:



Survey comments on “Structural Arrangements for Shared Governance”:

- Our staff senate is a subset of HR. We are bound to the budget that HR allots us and it is not much. But we have to maximize the resources and show that we will need more for them to agree to provide more.
- The budget is not sufficient to support shared governance functions.

Other

44. Is there anything else you wish to communicate regarding shared governance on your campus? (Open-ended question)

- Participation is vital. Change is/was needed.
- Shared governance at CSU is both healthy and active.
- I do believe shared governance is pretty good on our campus but the collective overall impact is debatable. President is very supportive of shared governance which helps.
- This is a great opportunity for us to share where the campus is struggling and combine forces to improve.
-

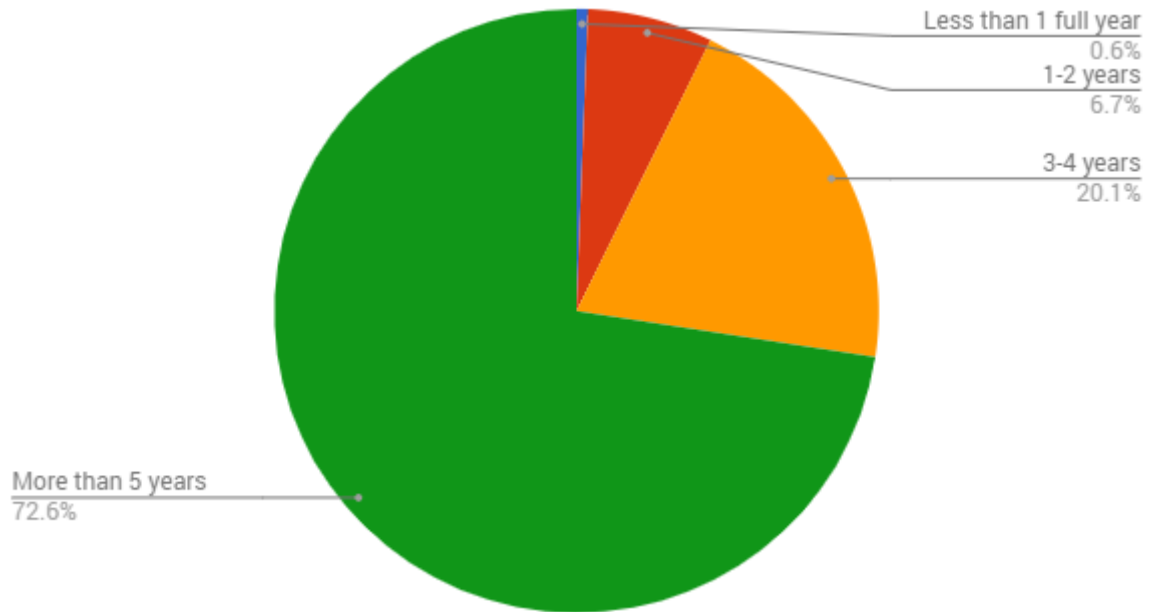
CUSS Shared Governance Survey 2017-2018

Frostburg State University (FSU) Report

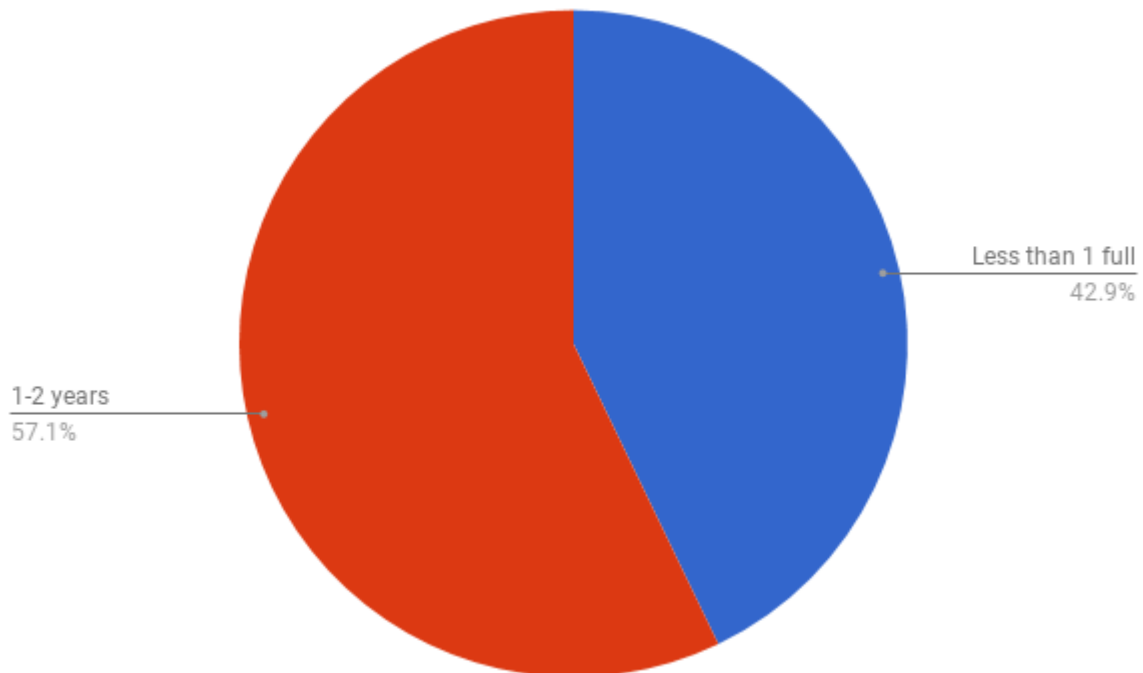
Total Participants: 7

Length of service at institution

Overall USM data:

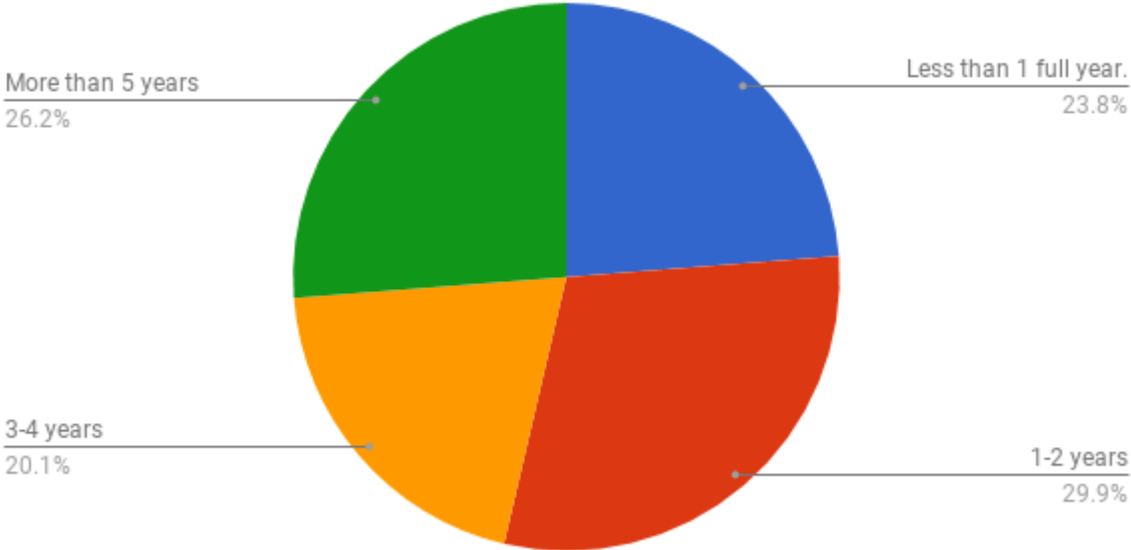


FSU Institutional Data:

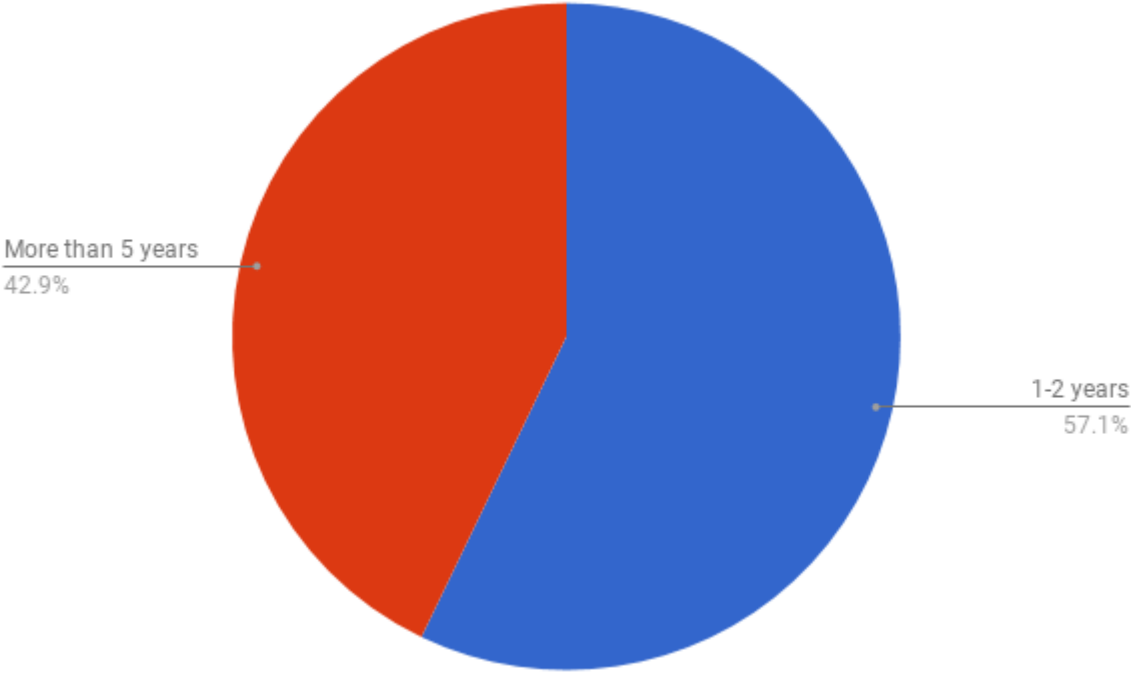


Length of involvement in staff Shared Governance

Overall USM data:



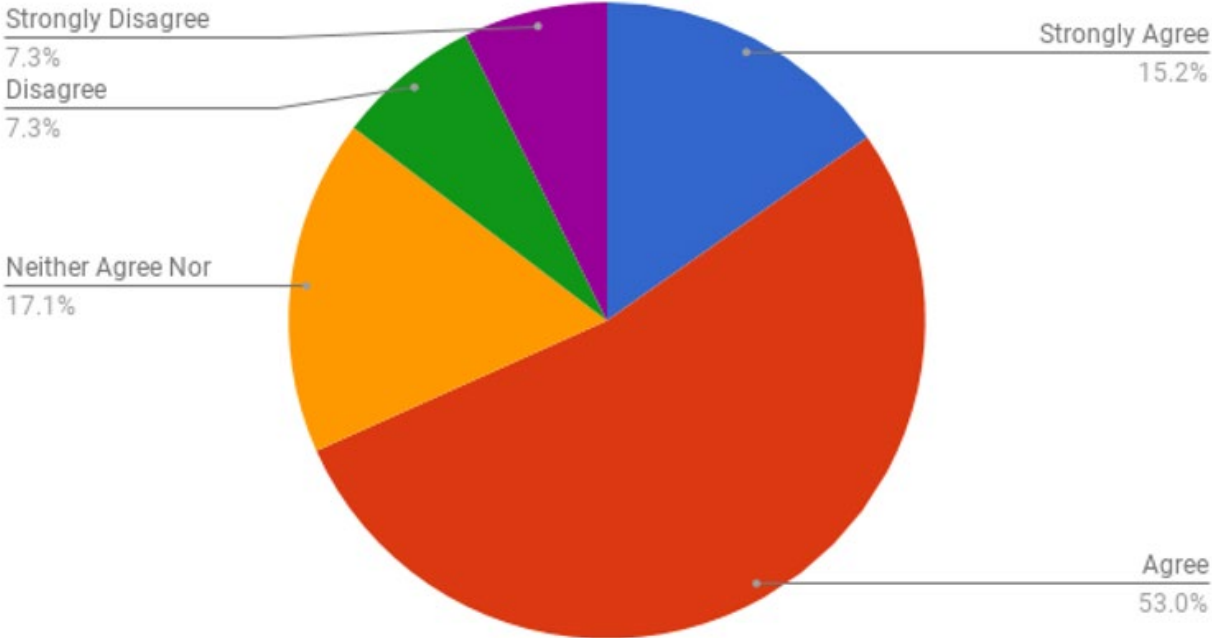
FSU Institutional Data:



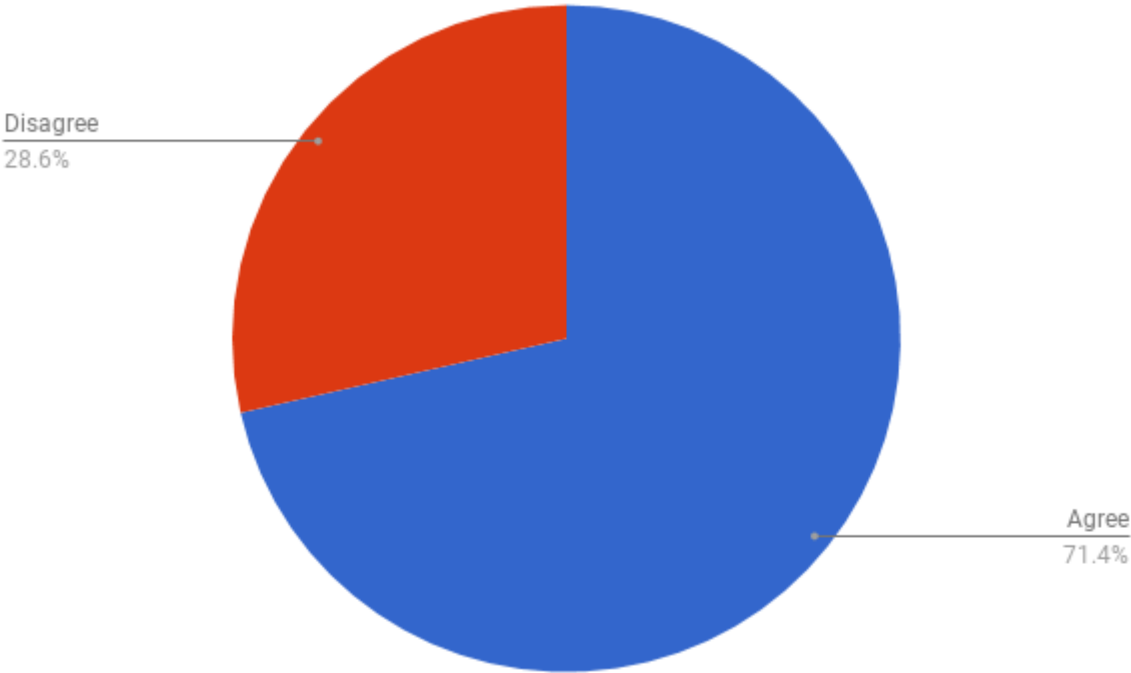
Climate for Governance

45. Shared governance on our campus is alive and healthy.

Overall USM data:



FSU Institutional Data:



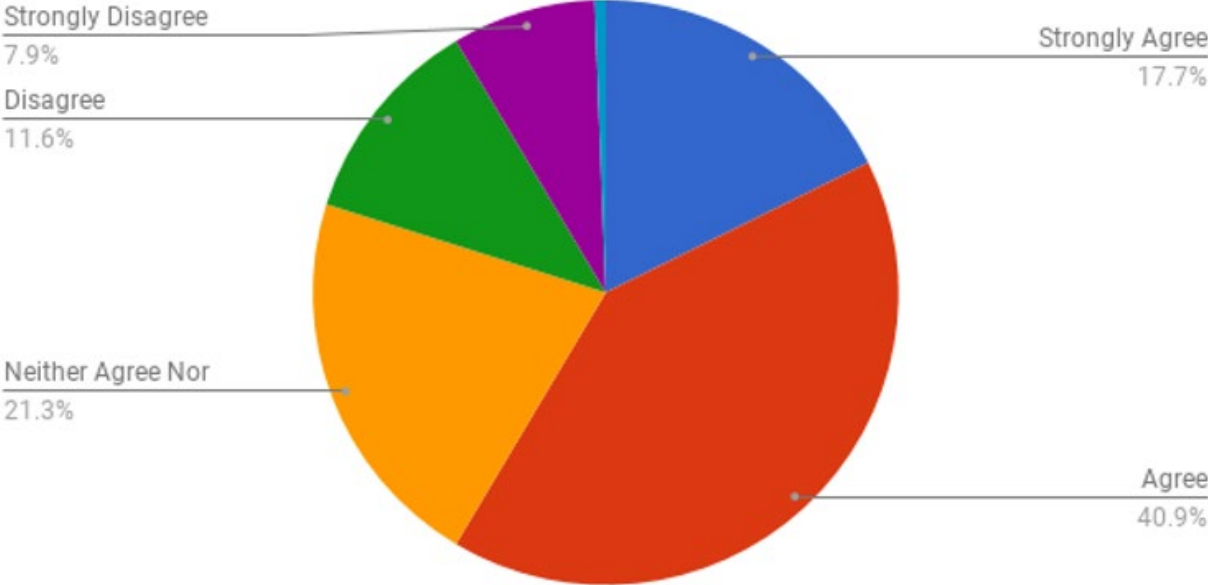
Survey comments on “Climate for Governance”:

- While Staff Senate regularly meets and is active, we NEVER have any of our constituents attend the meetings!
- Our shared governance is presented by a large majority of faculty members. They are working at this time to create a new system with better representation of everyone but it has not been a short process. Currently there are over 90 faculty votes, 1 staff vote, and 2 student votes. It has been this way long before I arrived here. I do not feel like any issues important to staff are considered important. Each time one of our issues are raised faculty are shocked that we even have any.
- Over the past two years shared governance has become much more of a priority at FSU.

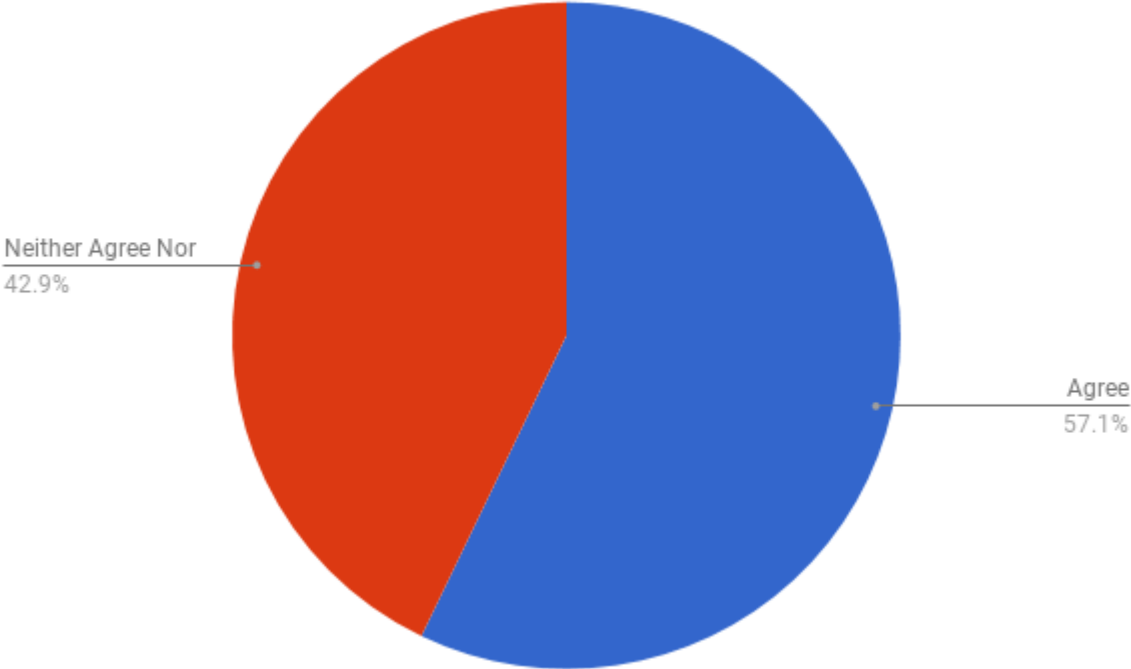
Institutional Communications

46. There is excellent communication and consultation between the administration and the staff and senate leaderships.

Overall USM data:

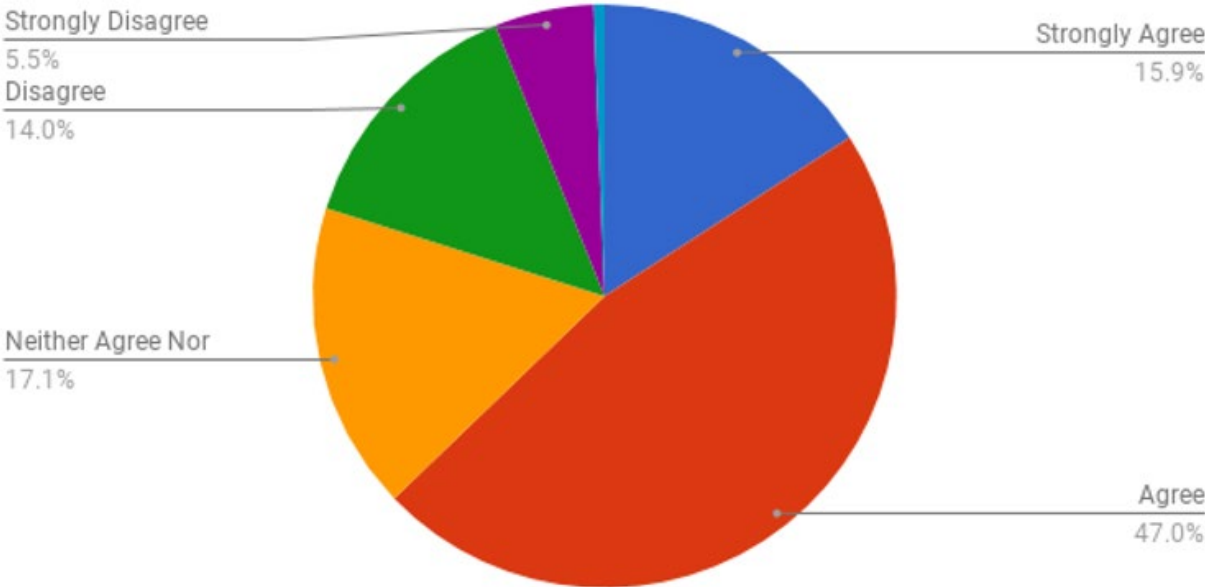


FSU Institutional Data:

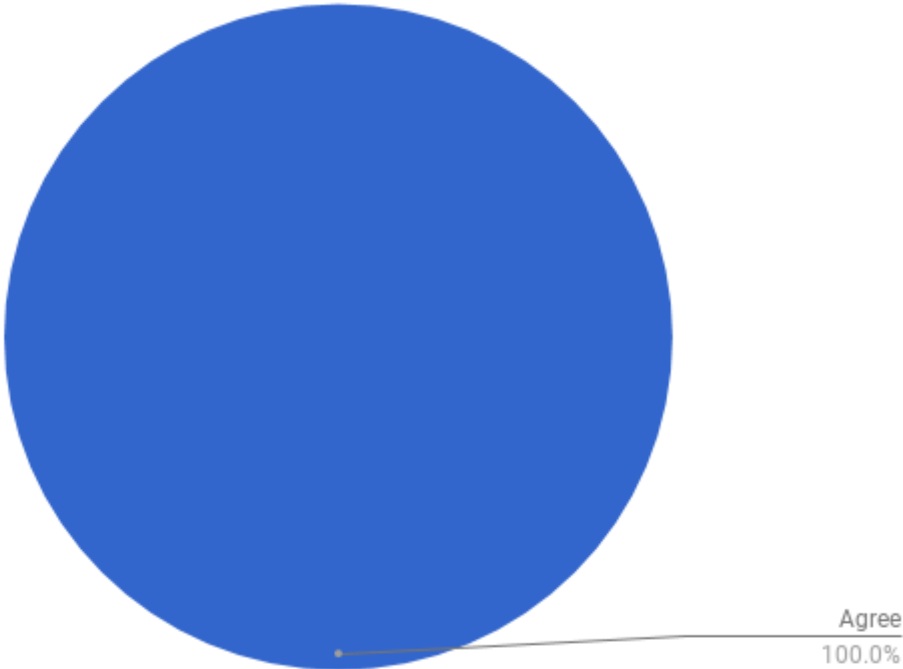


47. Staff can openly communicate governance issues with cabinet/upper management.

Overall USM data:

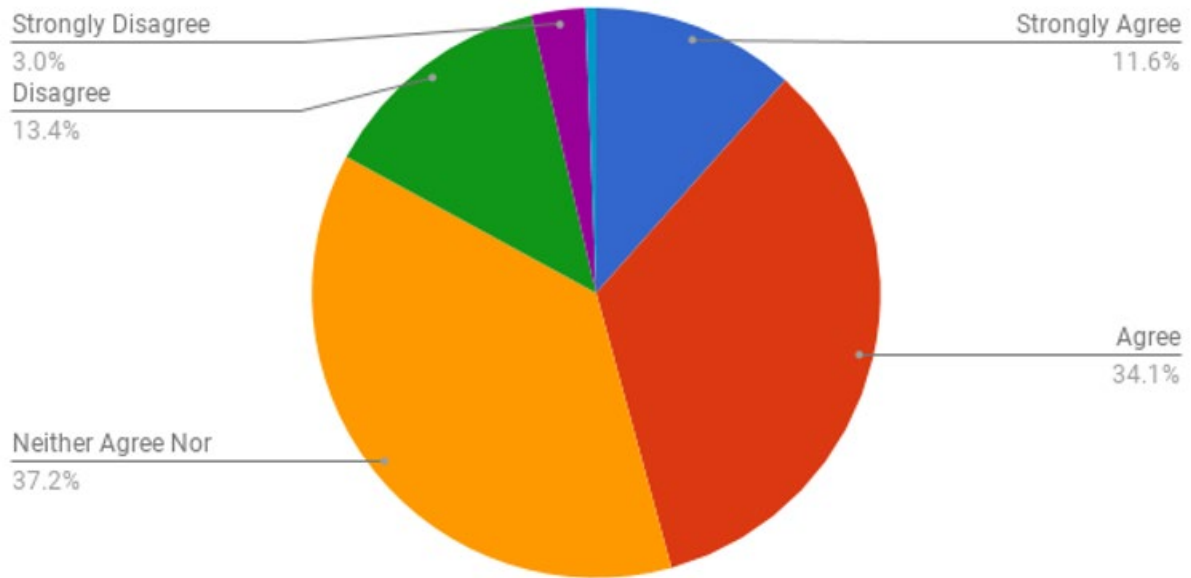


FSU Institutional Data:

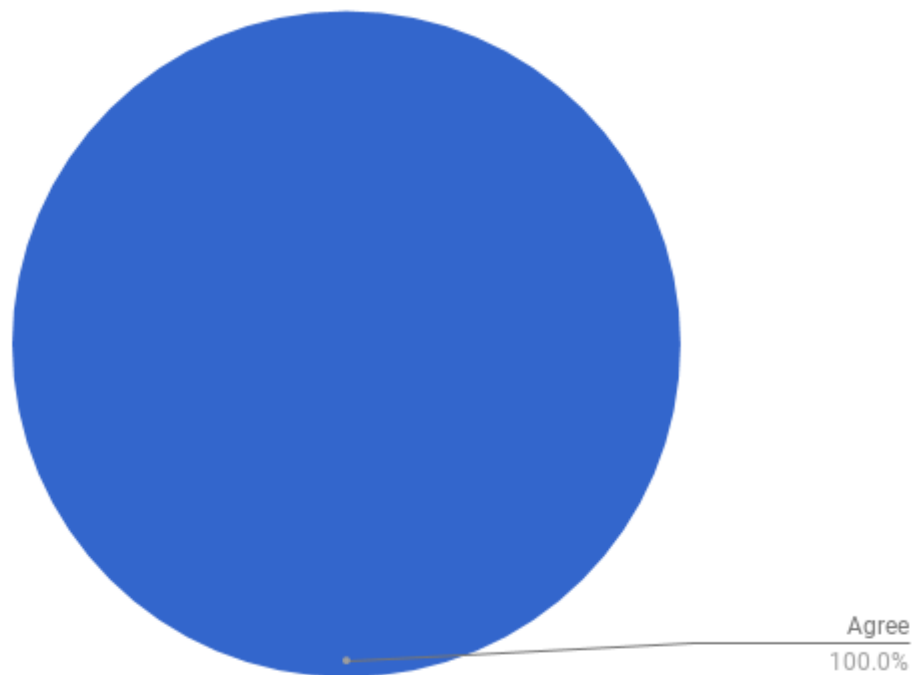


48. Feedback is presented in a timely manner, be it positive or negative.

Overall USM data:



FSU Institutional Data:



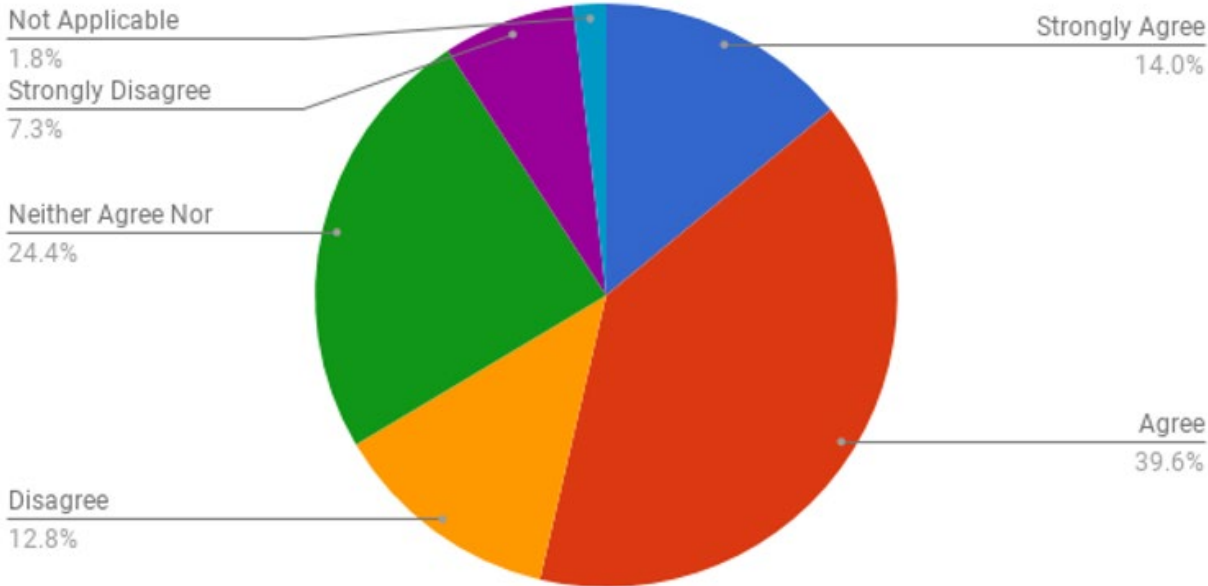
Survey comments on “Institutional Communication”:

- While I, a staff senator and primary CUSS member, feel the communication between admin and staff is excellent, I fear that "regular" staff who are not on senate or CUSS do not feel the same way. We (staff senate) find ourselves trying really hard to get them to come to meetings, where administration is present and communicating, but it's difficult!
- If I were not a member of the Staff Council were there is a Senate report each month, I would never know what was happening at University Senate. Before I was on Staff Council I was completely disconnected from any of that process. Of course, since I am not faculty I'm not sure that there was much of an effort to keep me informed.
- The Administration, and President Nowaczyk in particular, is very open and transparent. Input is actively sought and feedback is timely provided.

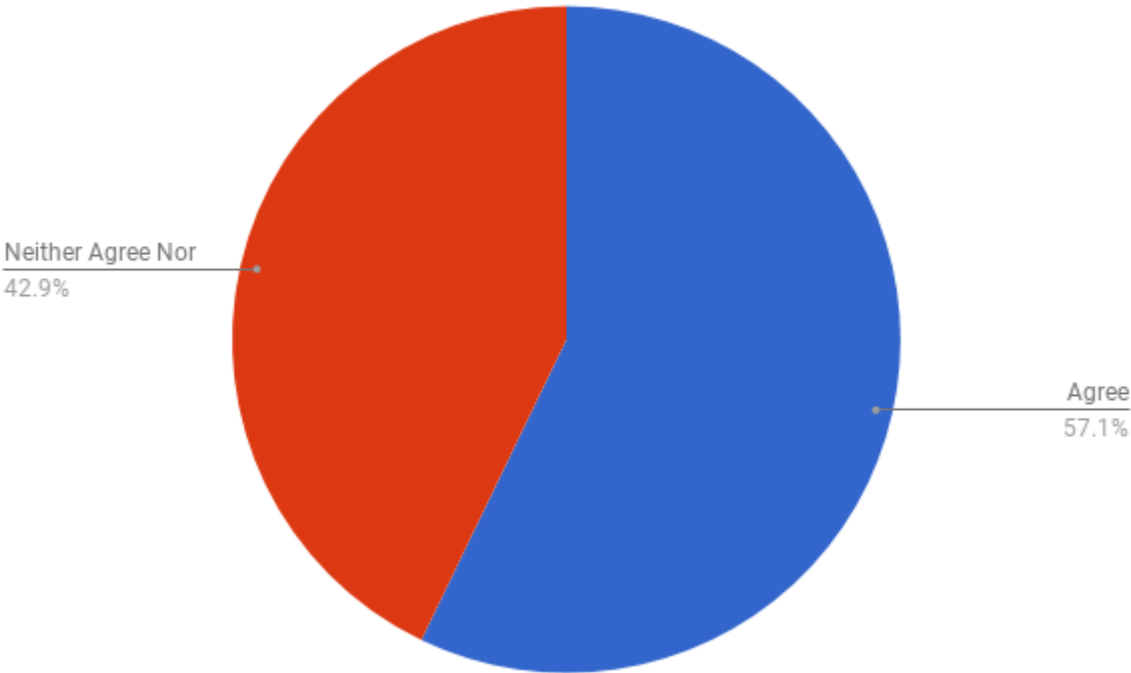
Senate's Role

49. The staff senate plays an important role in providing academic and administrative functions at the university.

Overall USM data:

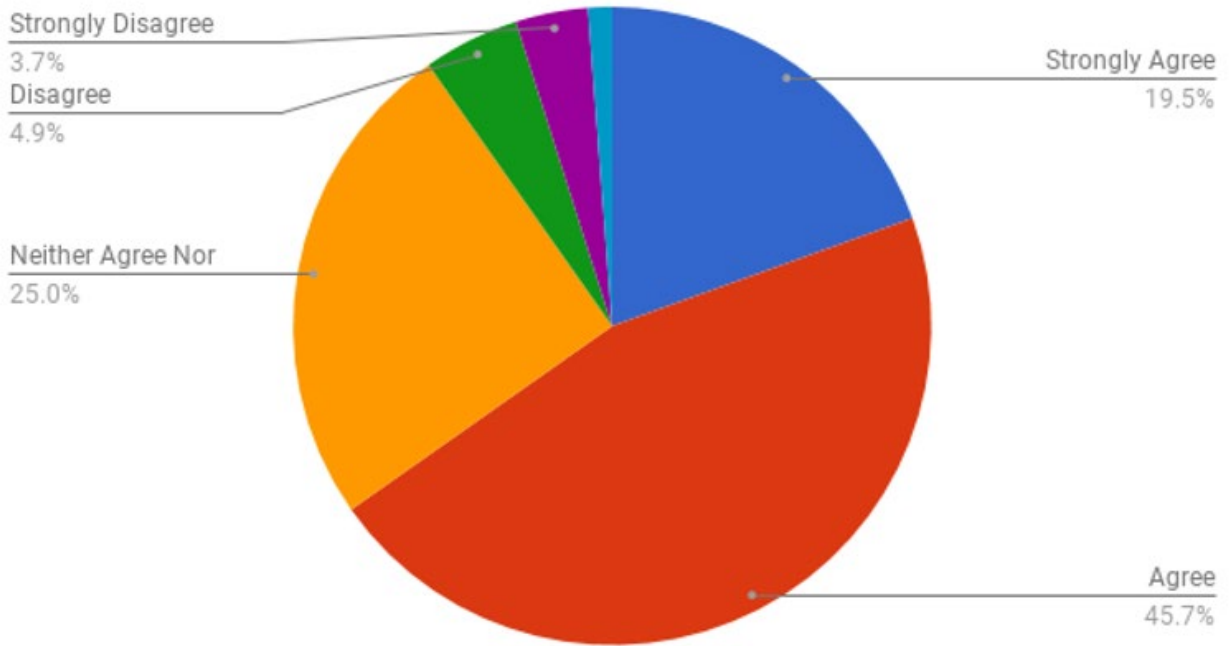


FSU Institutional Data:

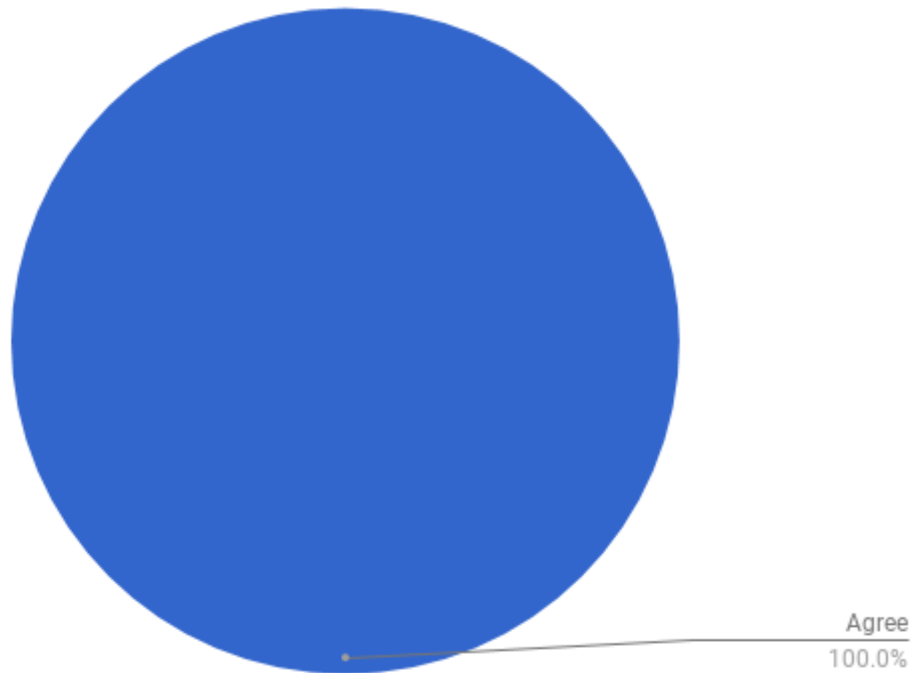


50. Your role with staff senate is valued.

Overall USM data:



FSU Institutional Data:



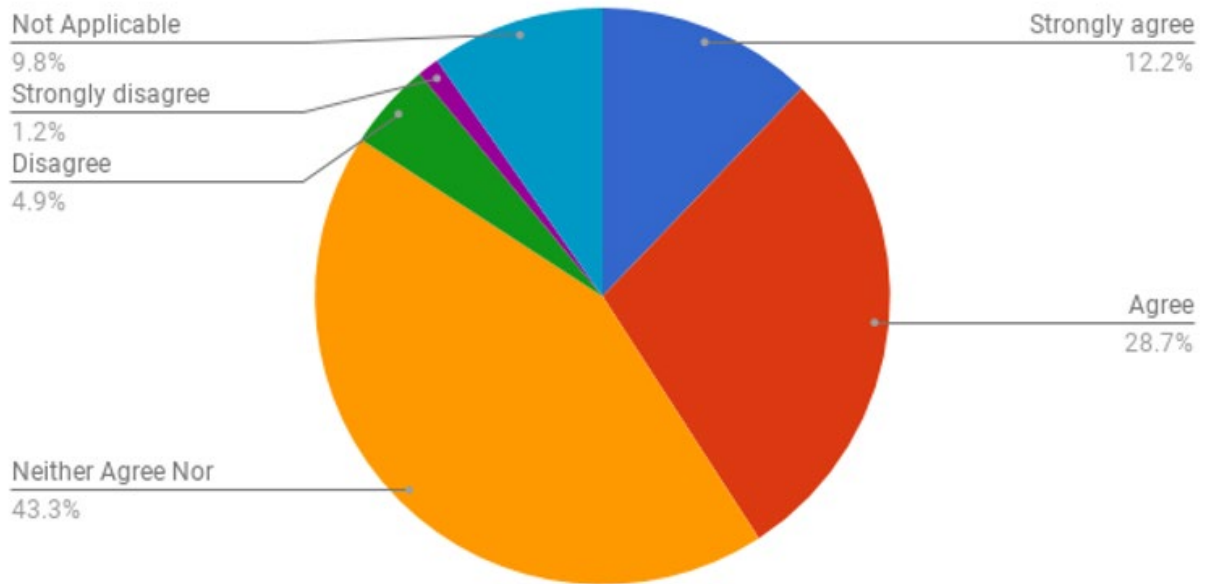
Survey comments on “Senates Role”:

- I think we (staff senate) feel our role is vital and important when it comes to academic and administrative functions of the university, but I don't know that our constituents feel it is. I think that many staff don't even know who we are or when our meetings are, even though we do everything we can to communicate it.
- My role is valued by me but I don't feel like it is valued on the campus at large. I don't feel that Staff Council is allowed to make much of a difference since we have so little power. We were not even a regular meeting with the president until last month.

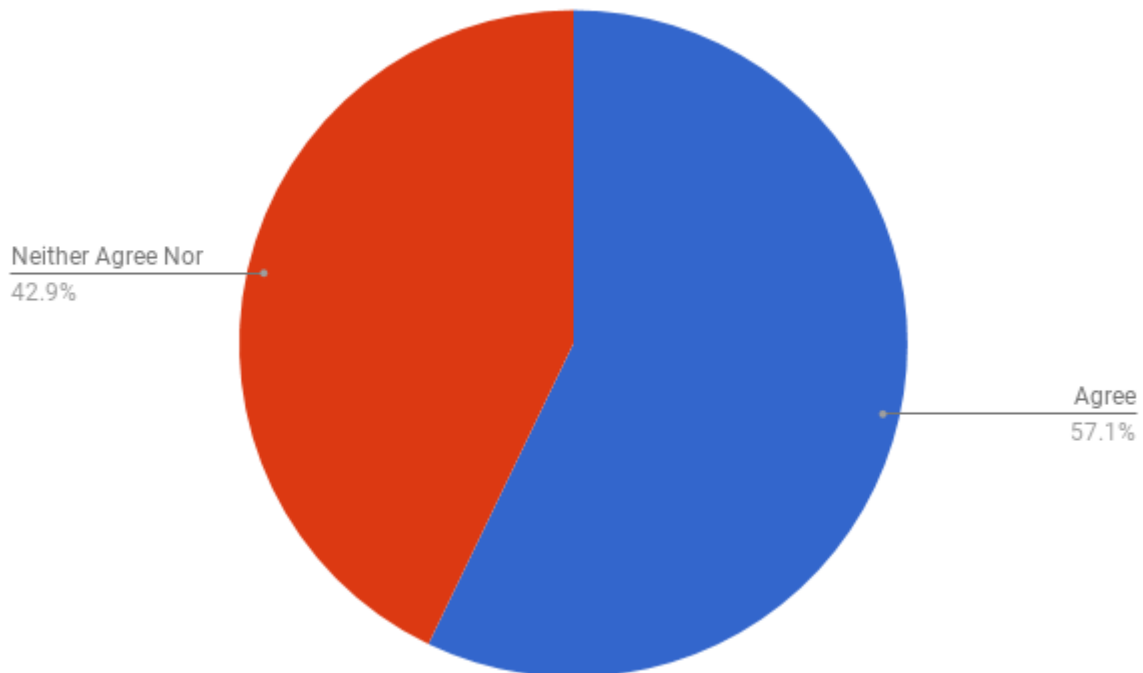
The President's Role

51. Other than on rare occasions, the president seldom overturns staff decisions and recommendations.

Overall USM data:

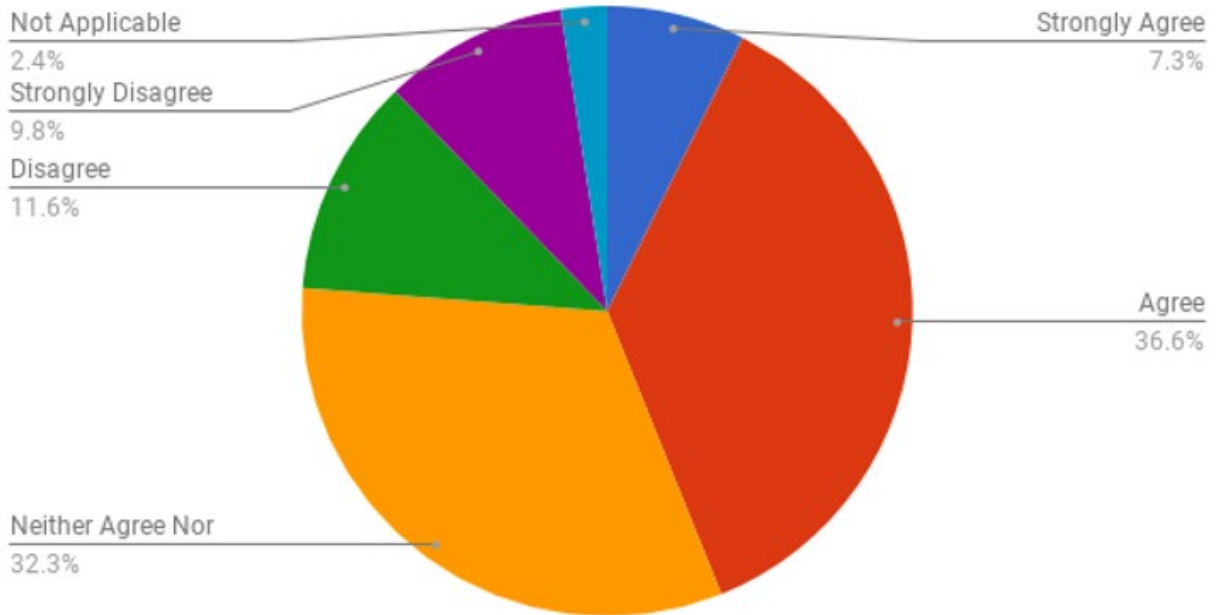


FSU Institutional Data:

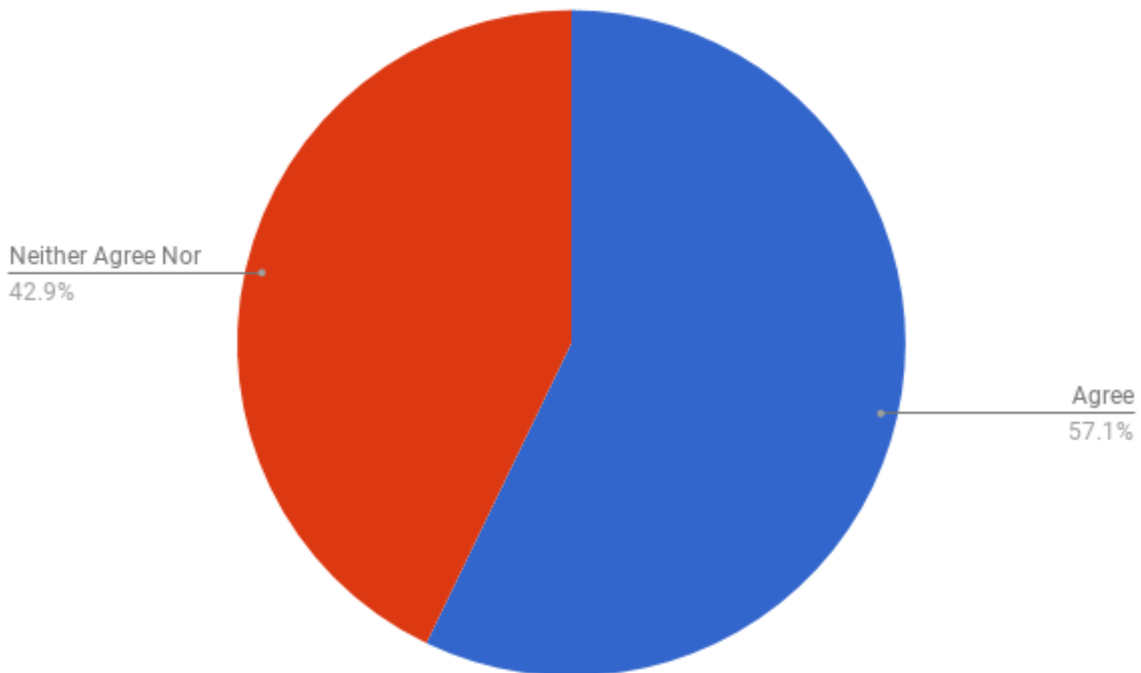


52. The president seeks meaningful staff input on those issues (such as budgeting) in which the staff has an appropriate interest but not primary responsibility.

Overall USM data:

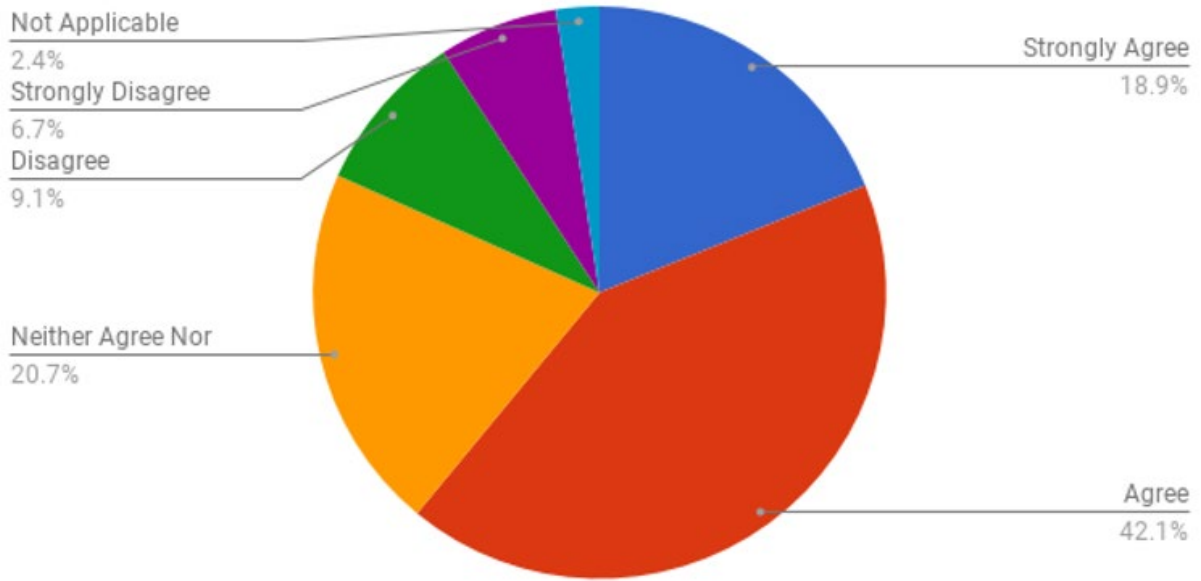


FSU Institutional Data:

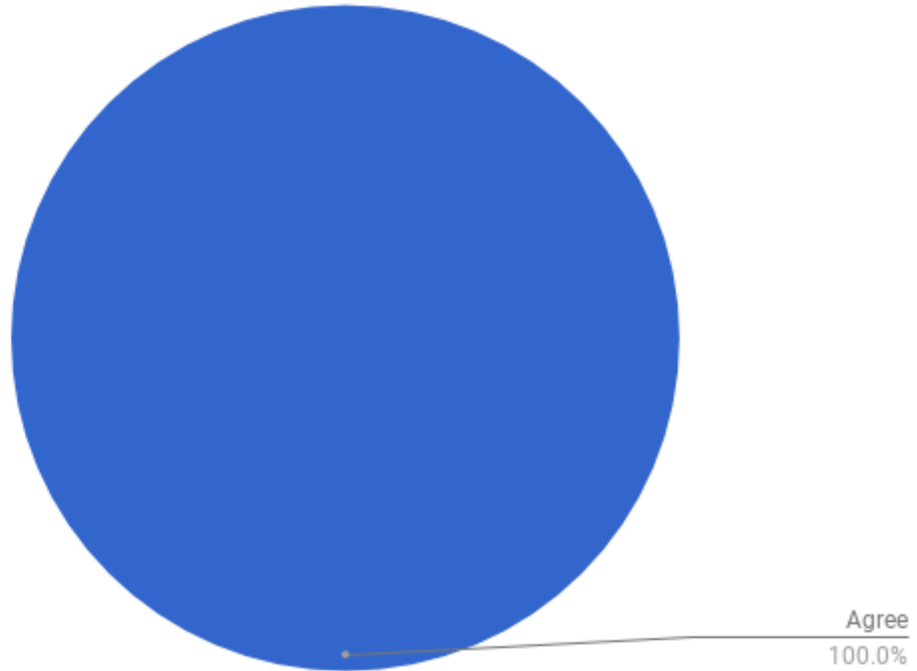


53. The president is transparent in communicating decisions, changes and recommendations.

Overall USM data:

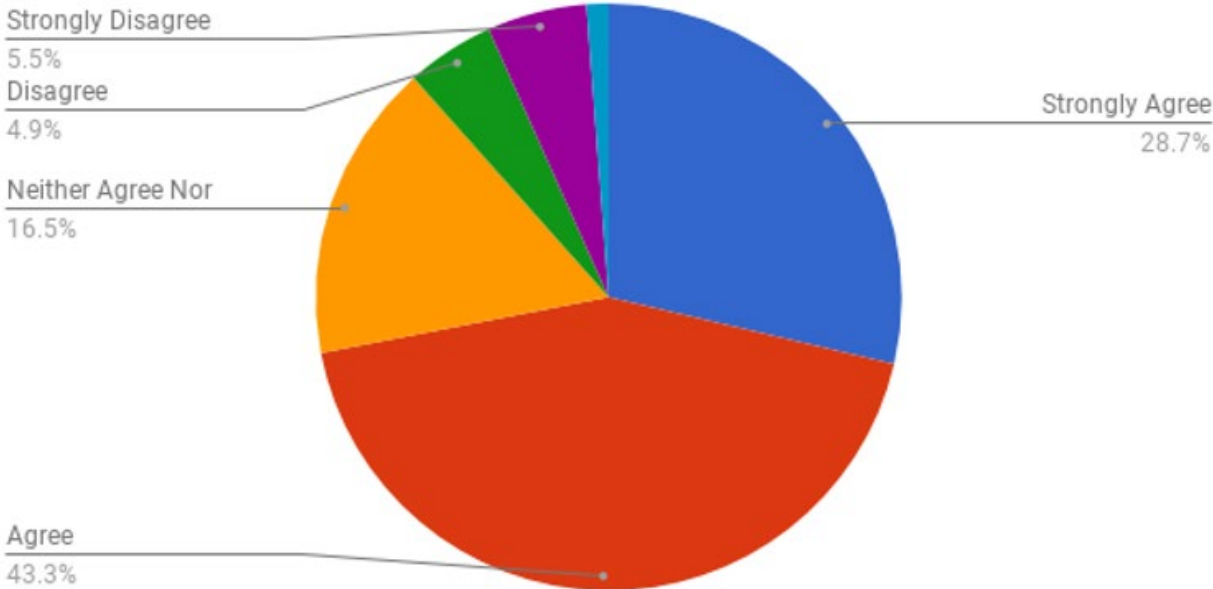


FSU Institutional Data:

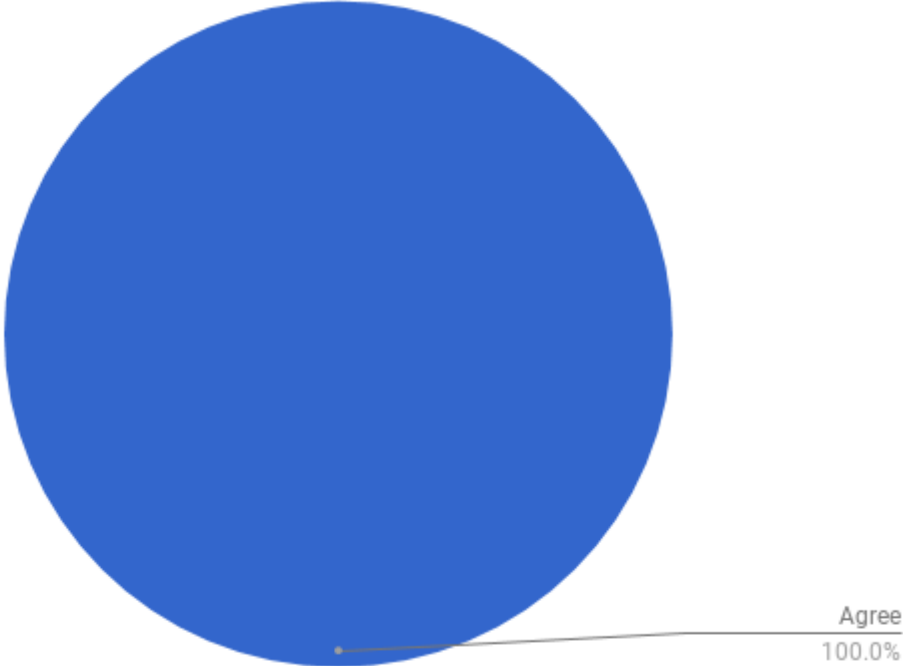


54. The president supports and advocates the principles of shared governance within colleges, divisions, and departments.

Overall USM data:

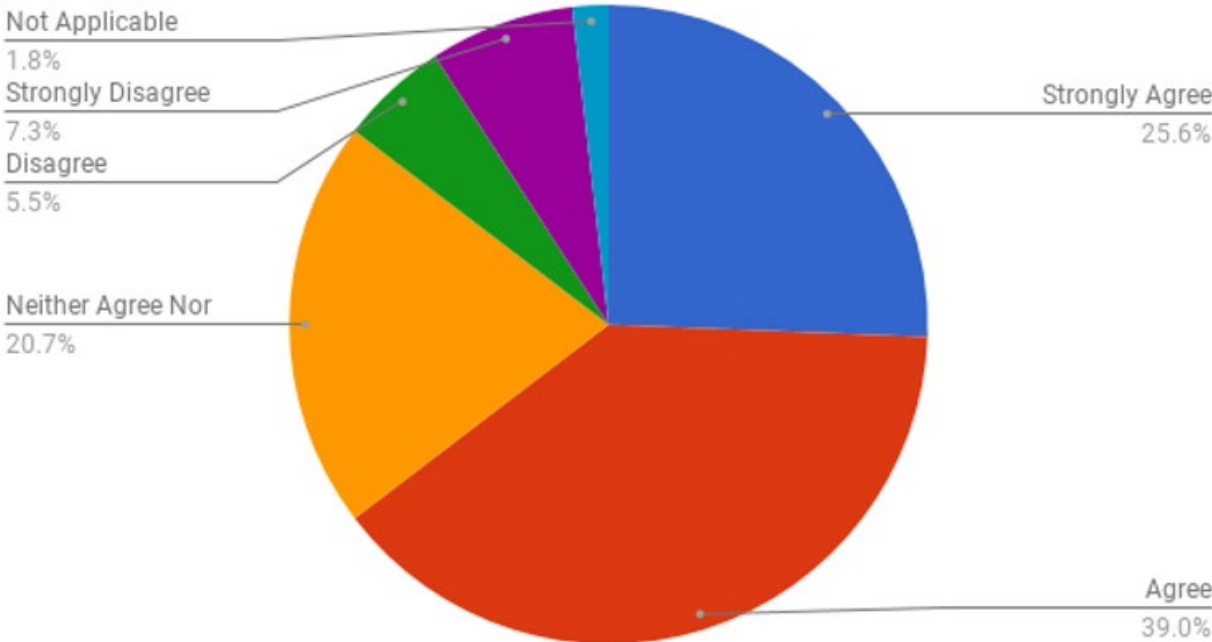


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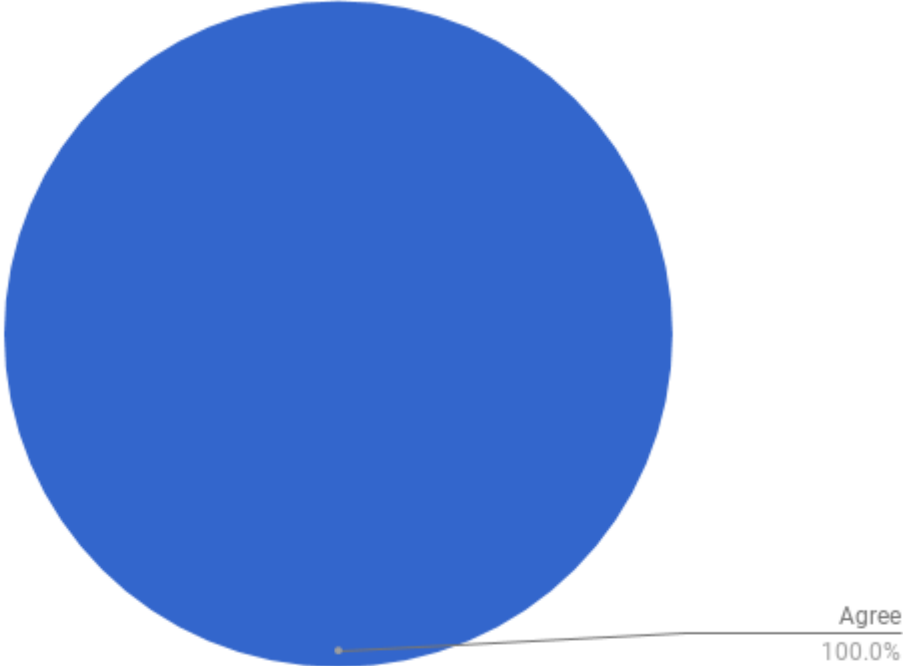


55. There is open communication with staff senate.

Overall USM data:



FSU Institutional Data:



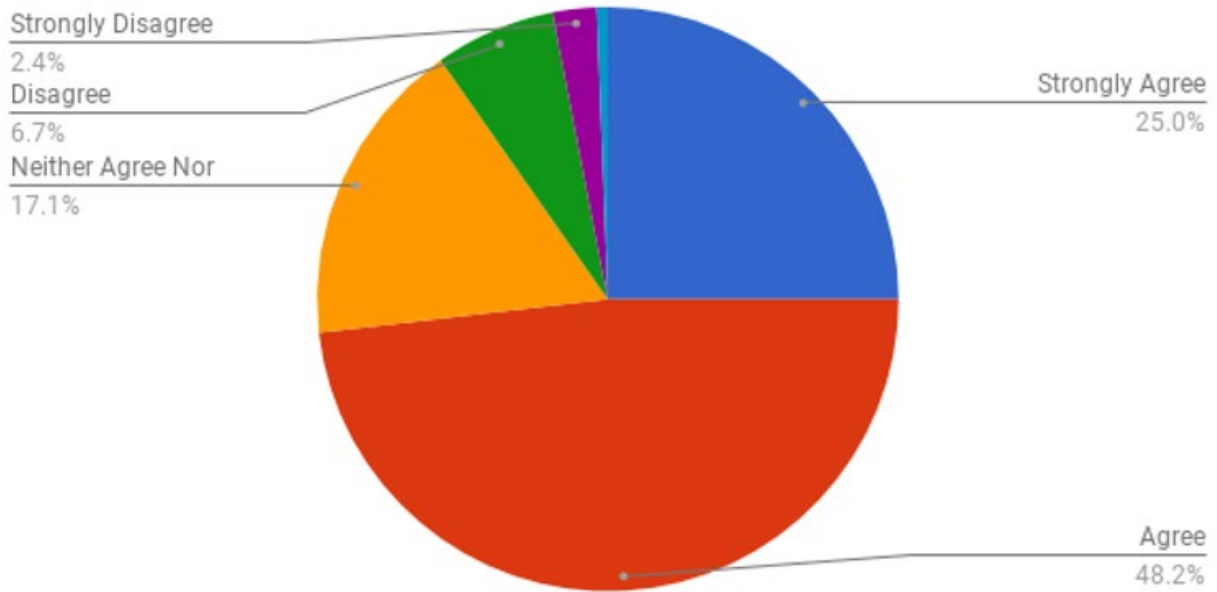
Survey comments on “The President’s Role”:

- I put "neither agree nor disagree" on #7 because "I don't know" wasn't an option!
- While the president started the process of having a more equal form of shared governance, I do not feel that staff issues are held as important. There has been at least one time where we brought a very important issue to the president and without hesitation we were told that the University would not be addressing it. It was demoralizing to have instant knowledge that one of your most important staff issues was not going to be dealt with and have your perceived momentum torn down in an instant.
- The President attends all Staff Senate meetings and provides a through briefing of issues.

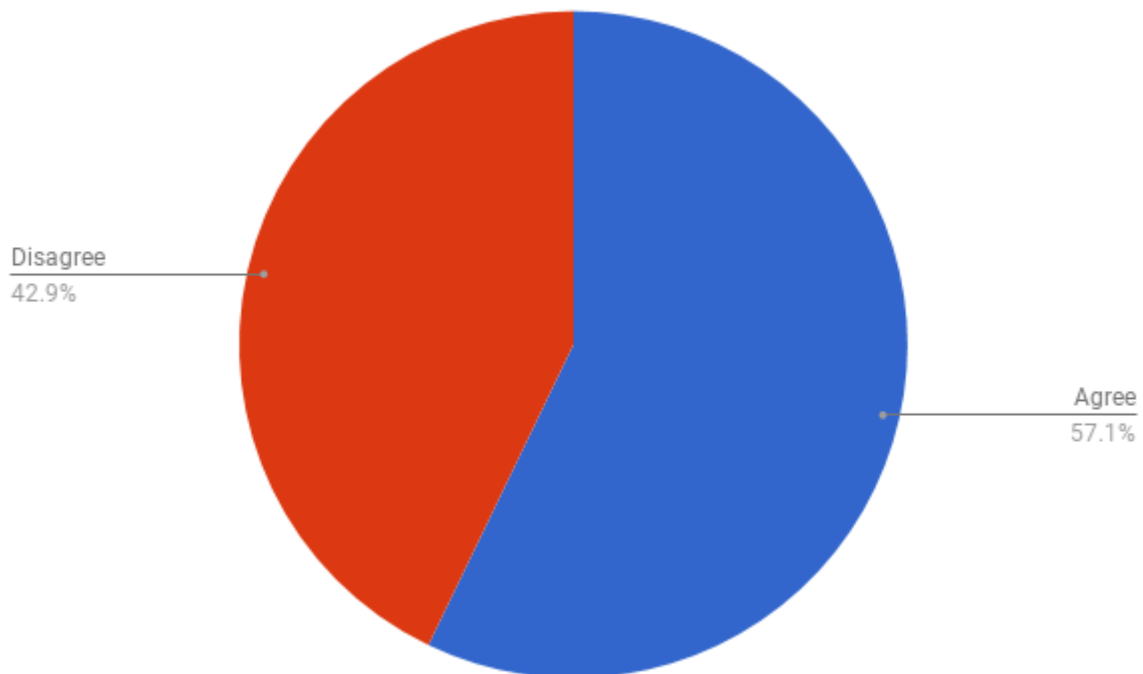
The Staff's Role

56. The administration is supportive of staff involvement in shared governance.

Overall USM data:

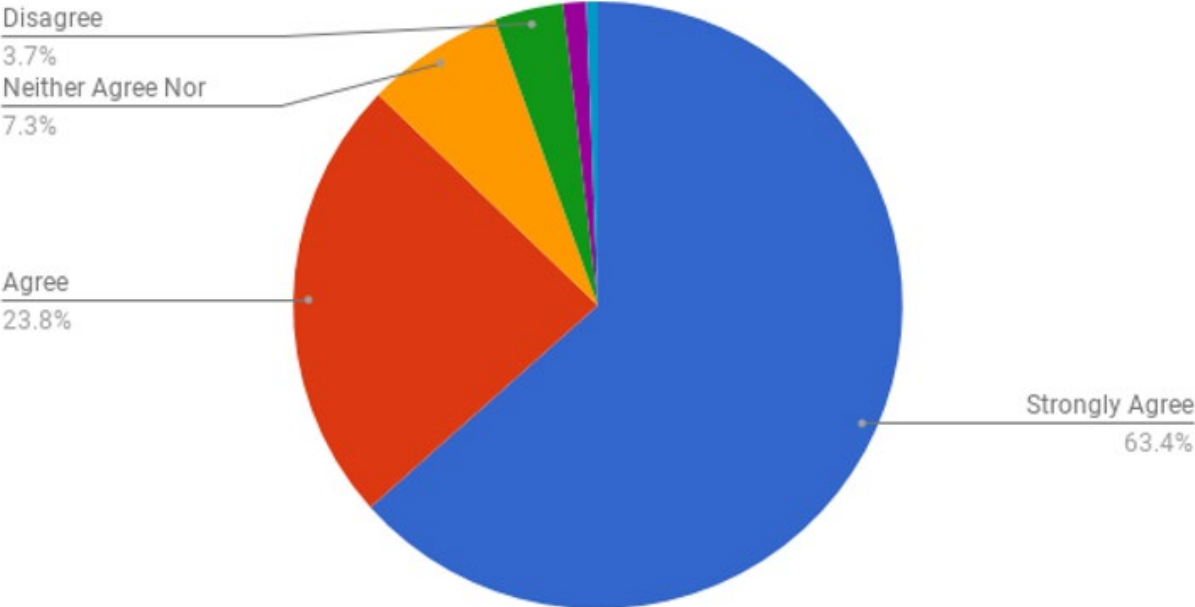


FSU Institutional Data:

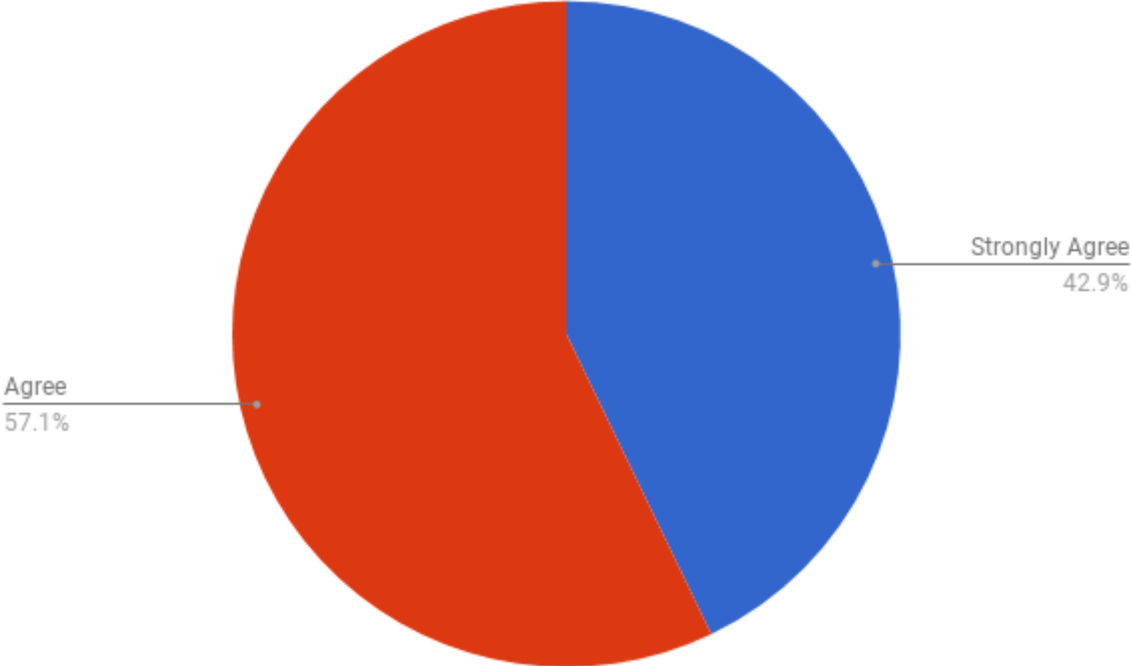


57. My immediate supervisor is supportive of my involvement in shared governance when I need to attend a related event or meeting during work hours.

Overall USM data:



FSU Institutional Data:



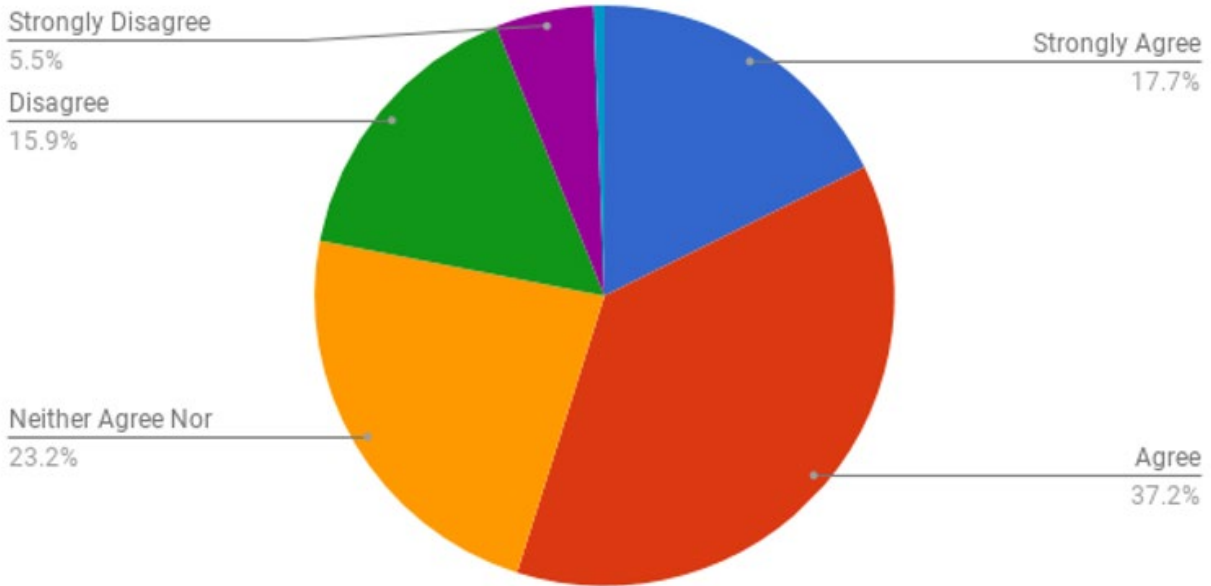
Survey comments on “The Staff’s Role”:

- I’ve been asked to rethink my priorities

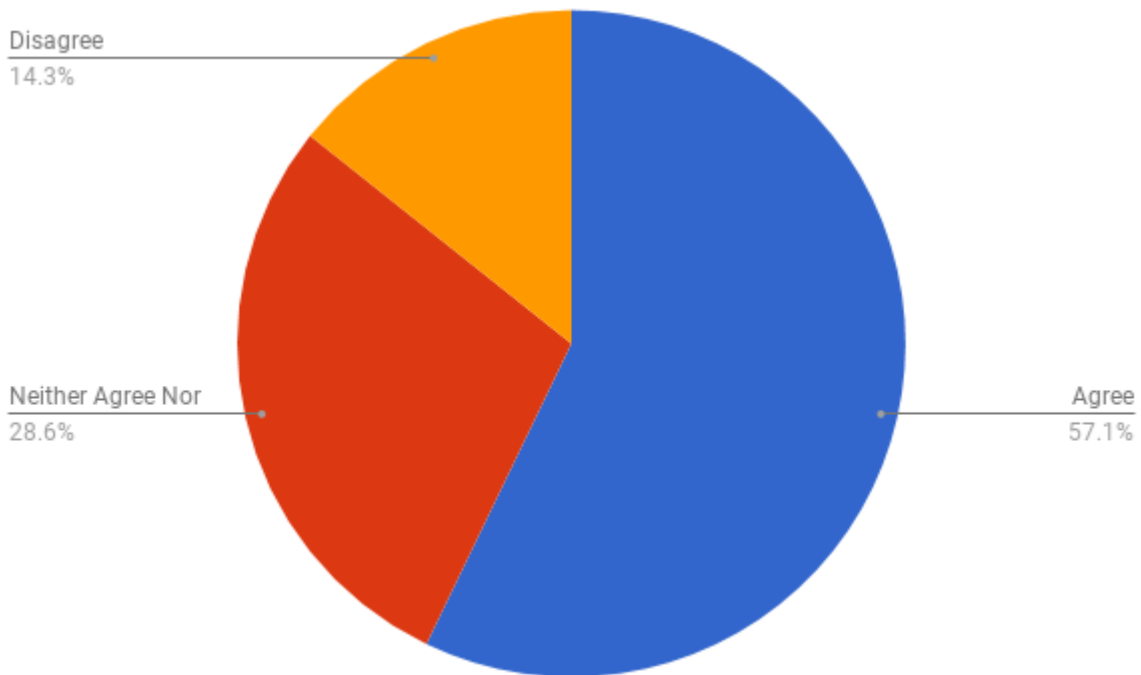
Joint Decision-Making

58. The administration utilizes staff involvement in the area of planning and strategic planning.

Overall USM data:

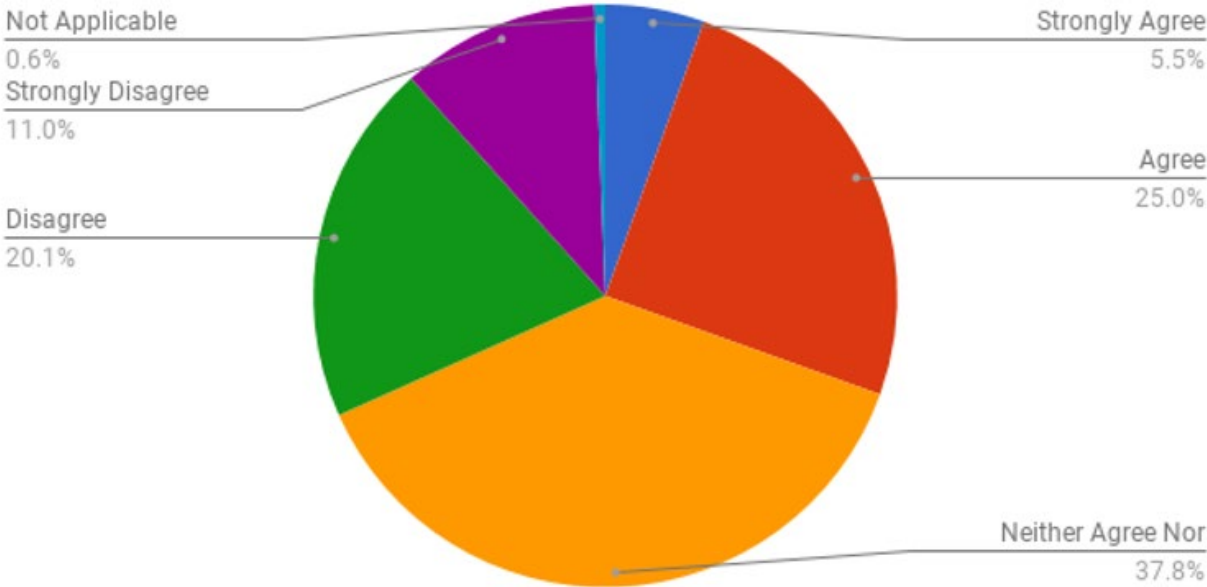


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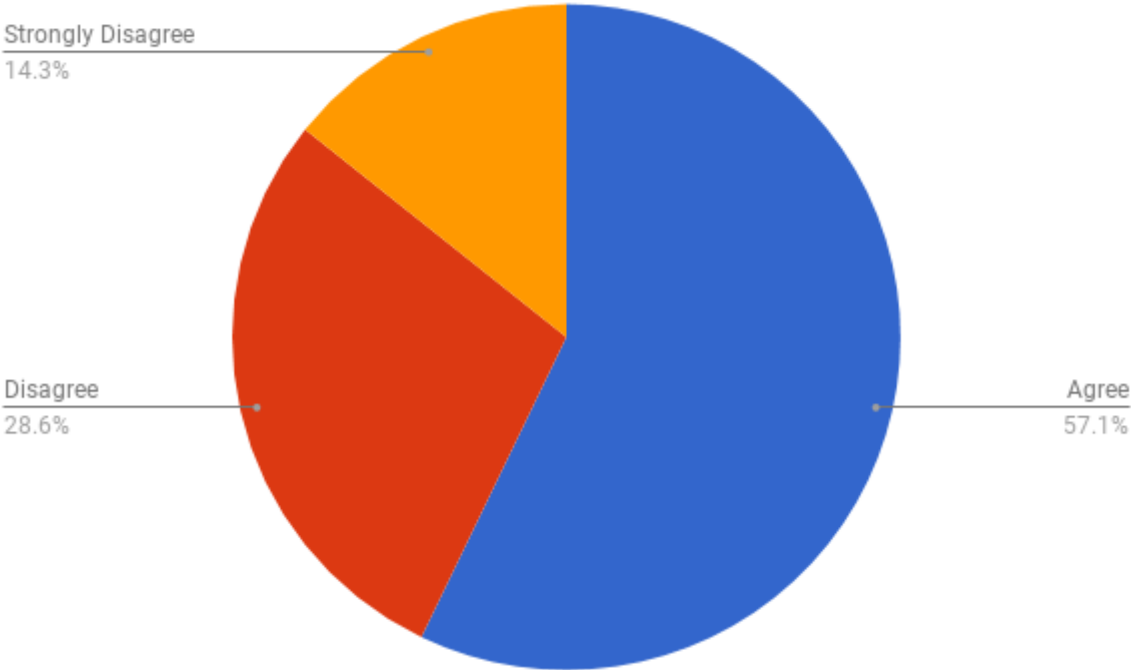


59. The administration recognizes staff involvement in budgeting and fiscal resource planning.

Overall USM data:

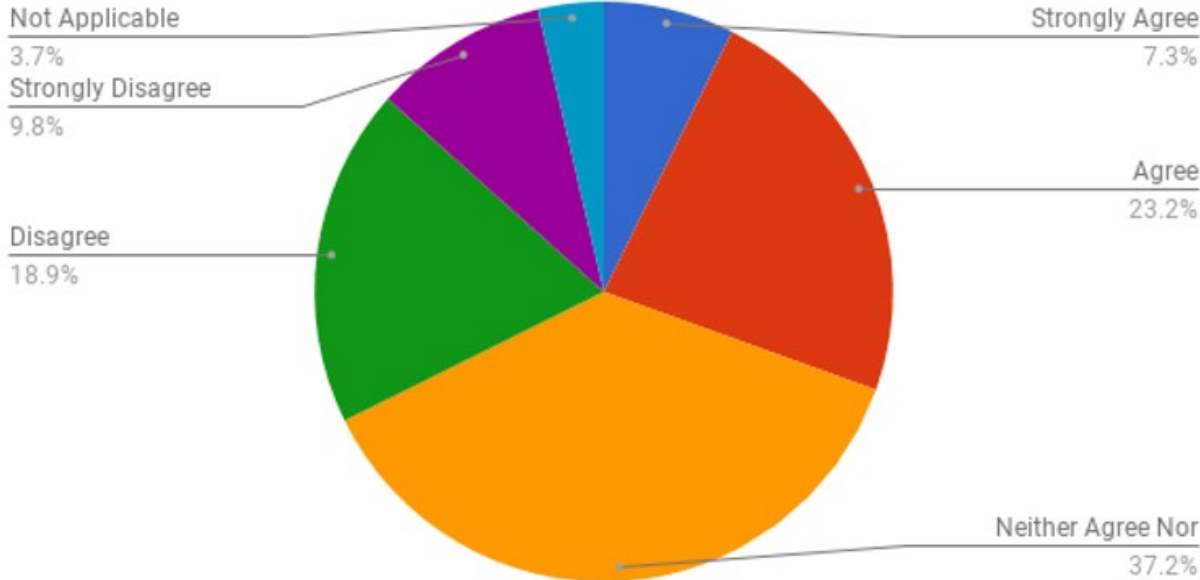


FSU Institutional Data:

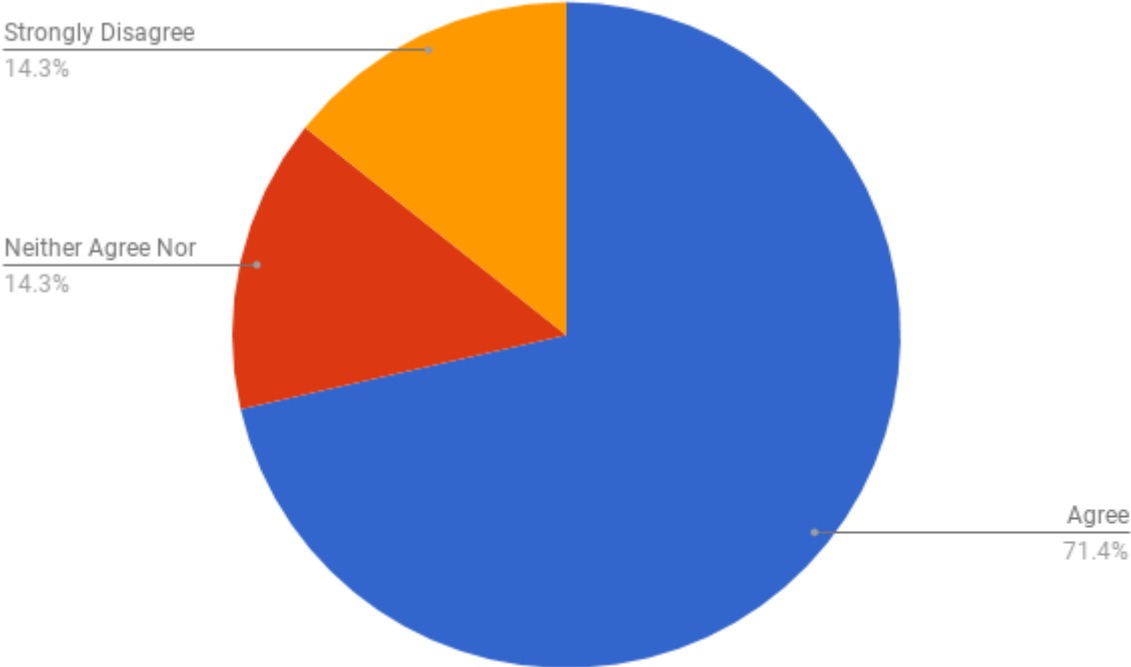


60. The administration recognizes staff involvement in academic affairs and program development.

Overall USM data:

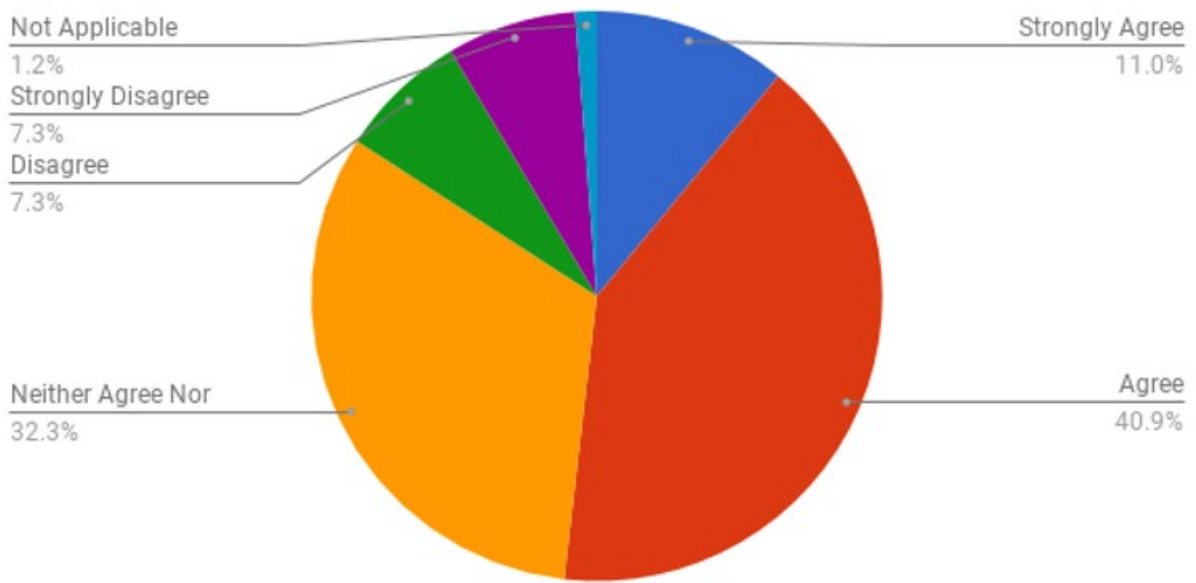


FSU Institutional Data:

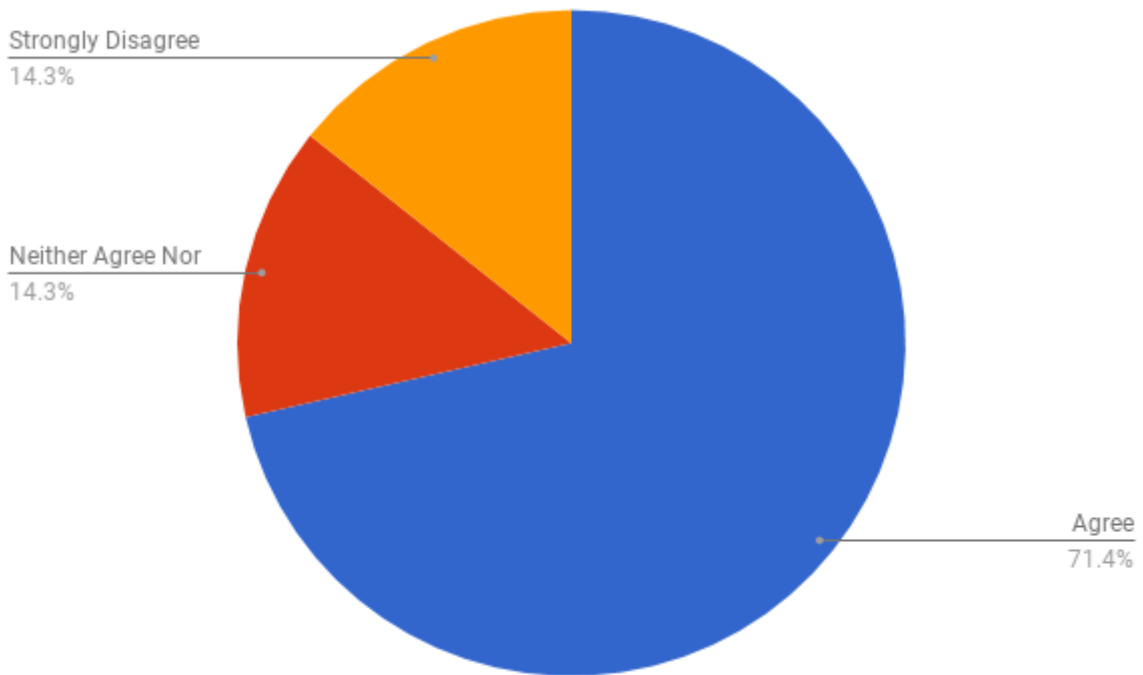


61. The administration supports staff involvement in staff selection and hiring.

Overall USM data:

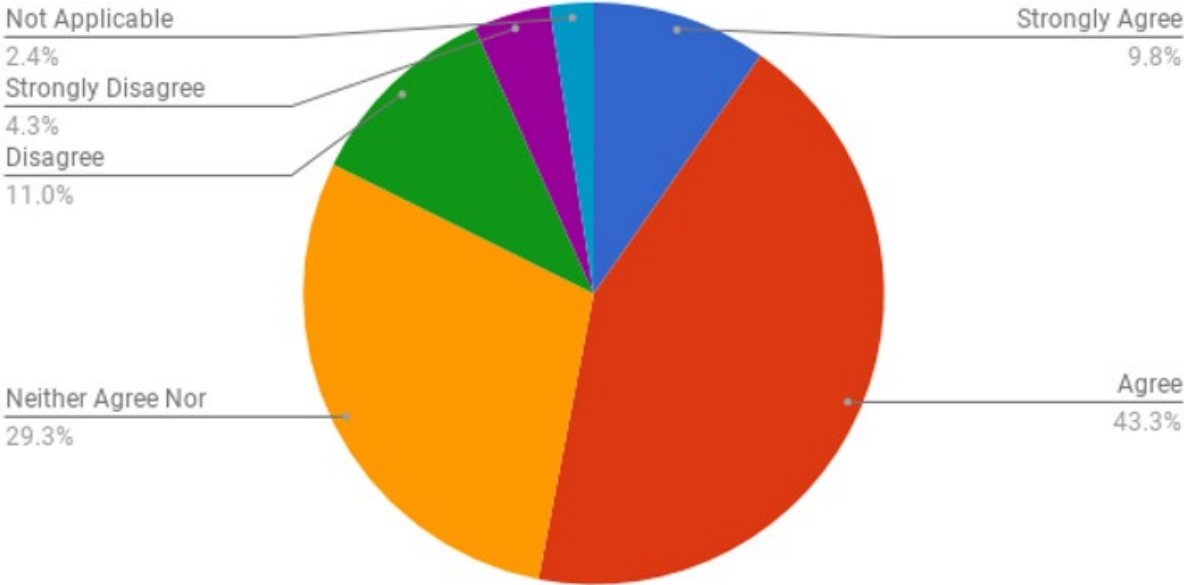


FSU Institutional Data:

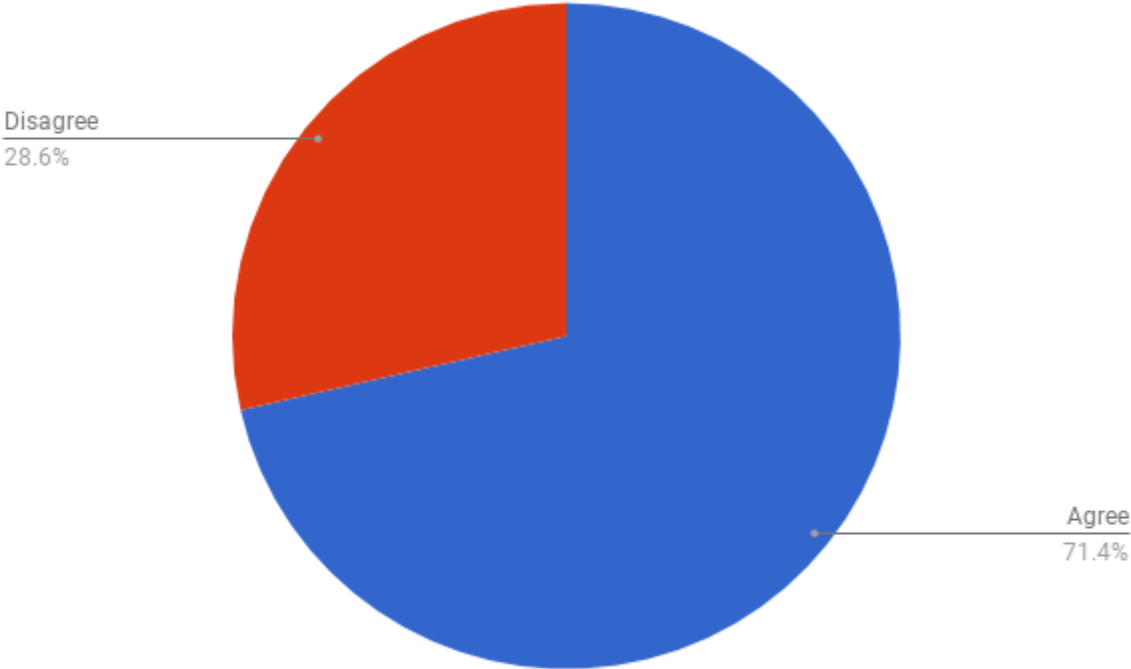


62. Structures and processes that allow for shared governance are clearly defined in the governance documents (e.g. staff handbook).

Overall USM data:



FSU Institutional Data:



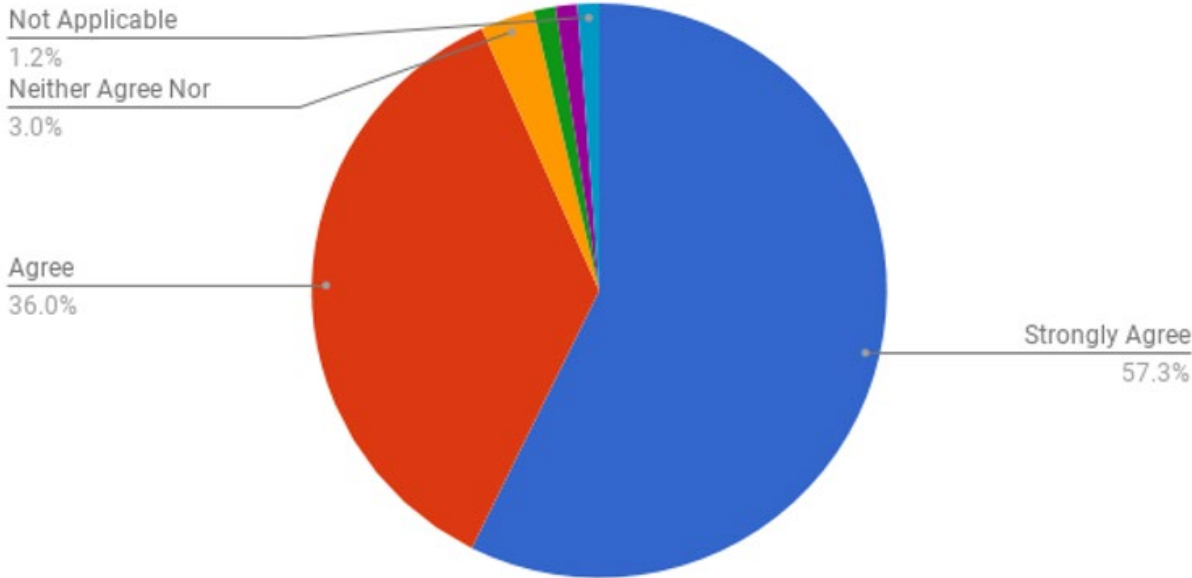
Survey comments on “Joint Decision Making”:

- Again: "neither agree nor disagree" means "I don't know."
- I really cannot comment on most of these questions. I don't know where administration stands when it comes to staff involvement. I don't see it happening so I do not agree, but just because I don't see it doesn't mean that it doesn't happen.

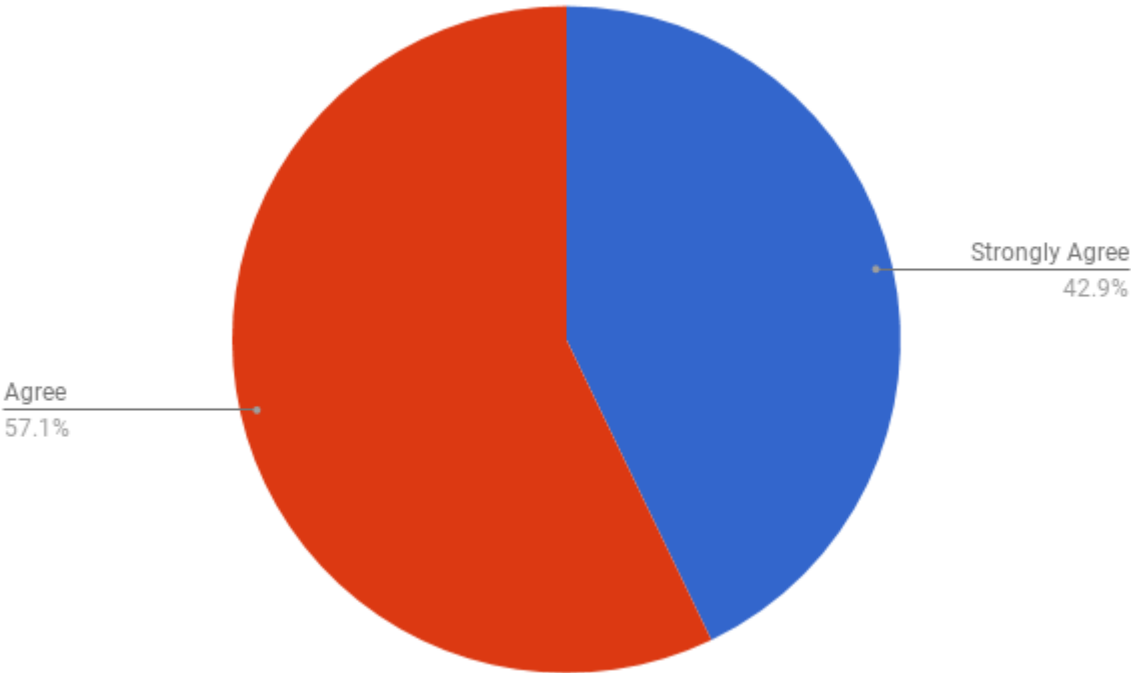
Structural Arrangements for Shared Governance

63. The staff senate and/or other institution-wide governance bodies meet on a regular basis.

Overall USM data:

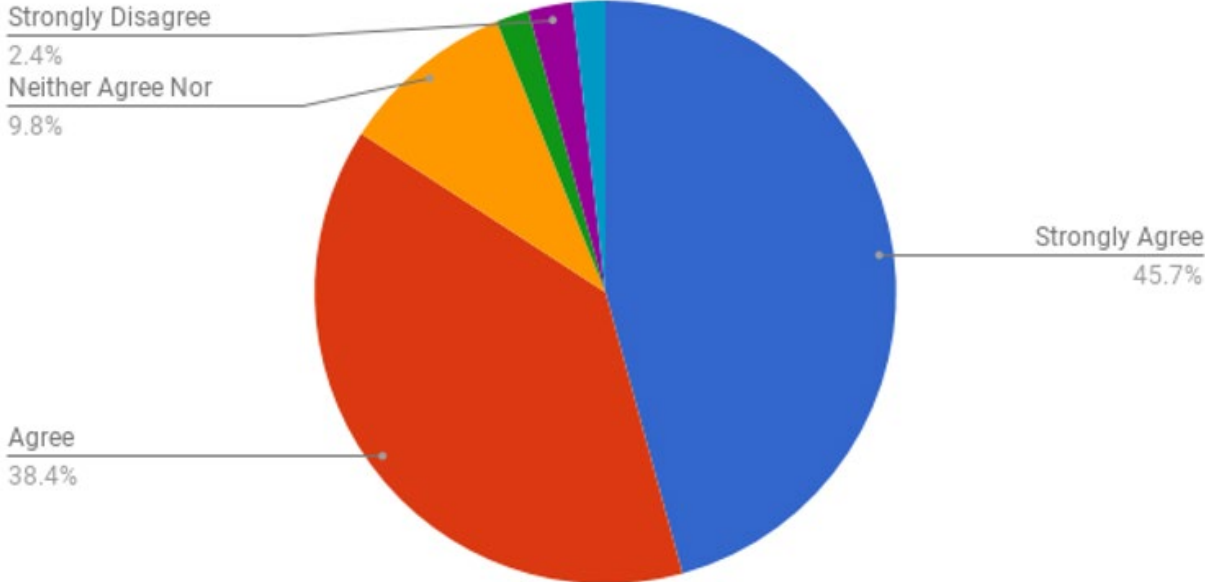


FSU Institutional Data:

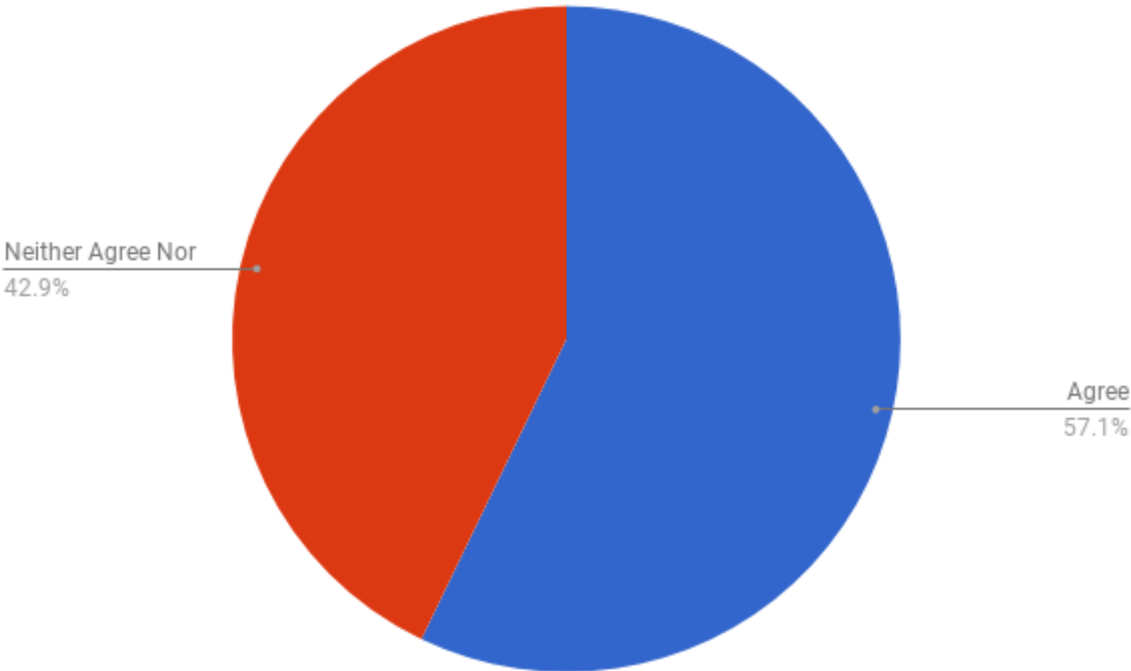


64. Staff determine how their own representatives are selected.

Overall USM data:

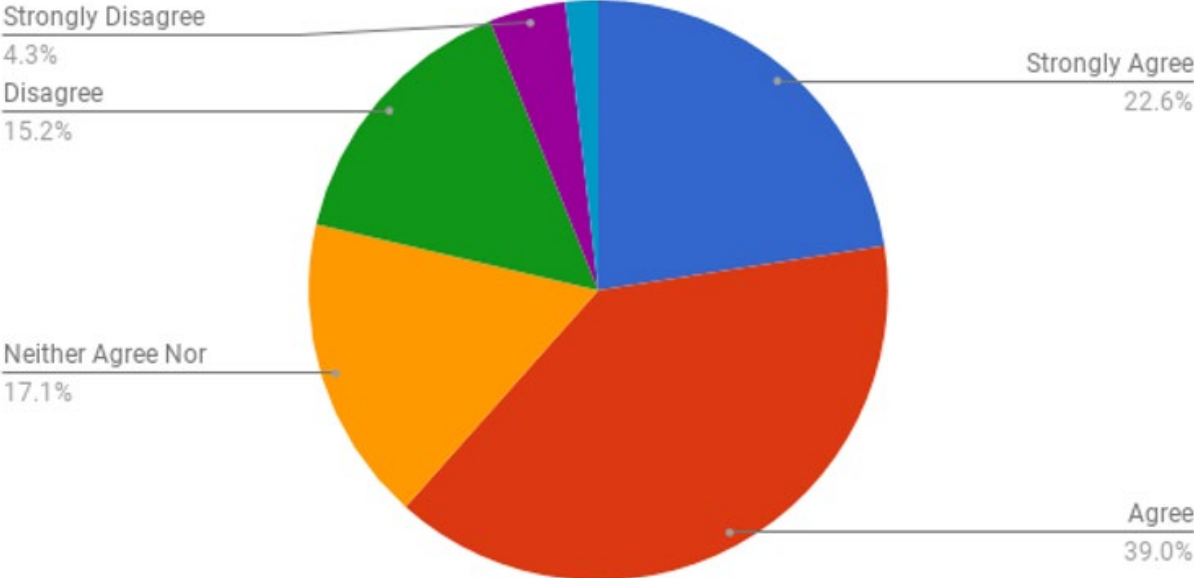


FSU Institutional Data:

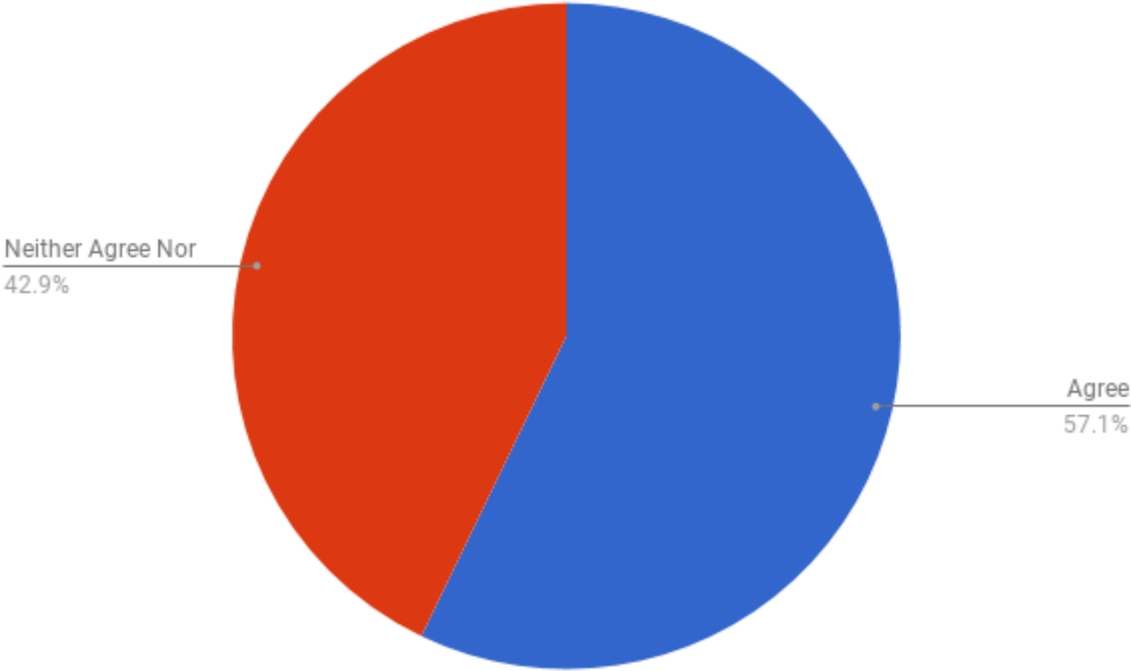


65. The administration provides adequate institutional support for shared governance to function (budget, liaison, etc.).

Overall USM data:



FSU Institutional Data:



Survey comments on “Structural Arrangements for Shared Governance”:

- Staff Council could do so much more if we had proper funding. As we are now, we put most of our funding into a single Staff Development Conference but are funded much less than a comparable faculty conference. We are also unable to hold other events for staff because we simply do not have money available for it.

Other

66. Is there anything else you wish to communicate regarding shared governance on your campus? (Open-ended question)

- On our entire university senate, we are only allowed one staff representative.
- Thank you for soliciting our opinions!
- Not at this time
- I am hoping that the new form of shared governance, however it takes shape, will involve more staff input. I am also hoping that important staff issues will be considered at the VERY least and addressed properly as a matter of course. I expect staff to be pulled out of last place on campus and put equal with faculty. I also think that this will allow us to work together more and get more done on campus that benefits everyone.
- Over the past two years there has been an increased emphasis for and support of shared governance at FSU. This has been a welcome change!

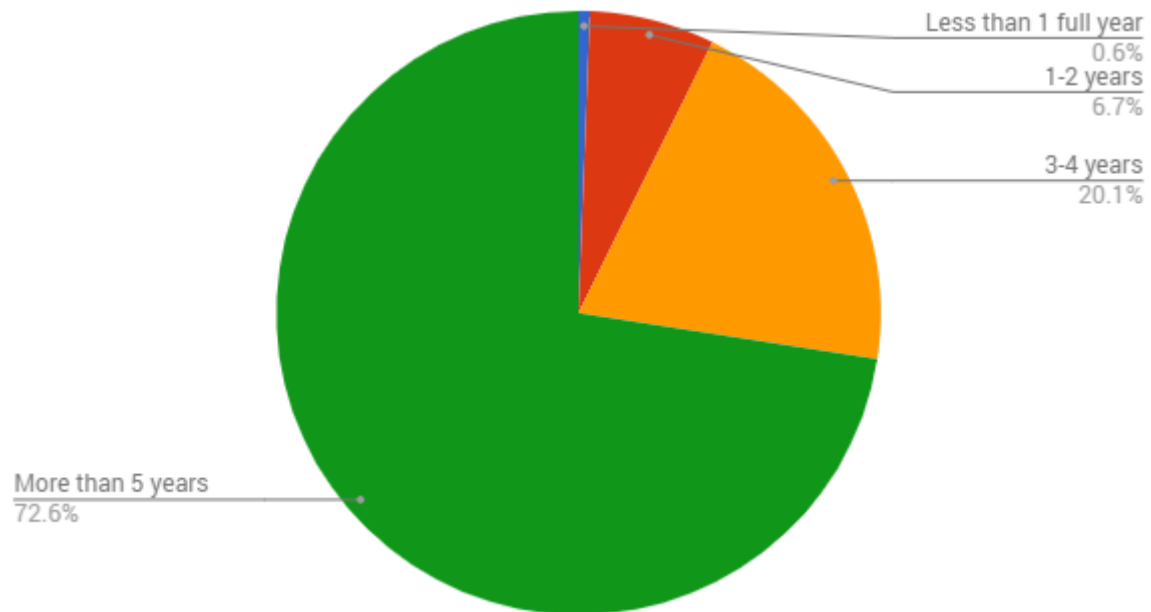
CUSS Shared Governance Survey 2017-2018

Salisbury University (SU) Report

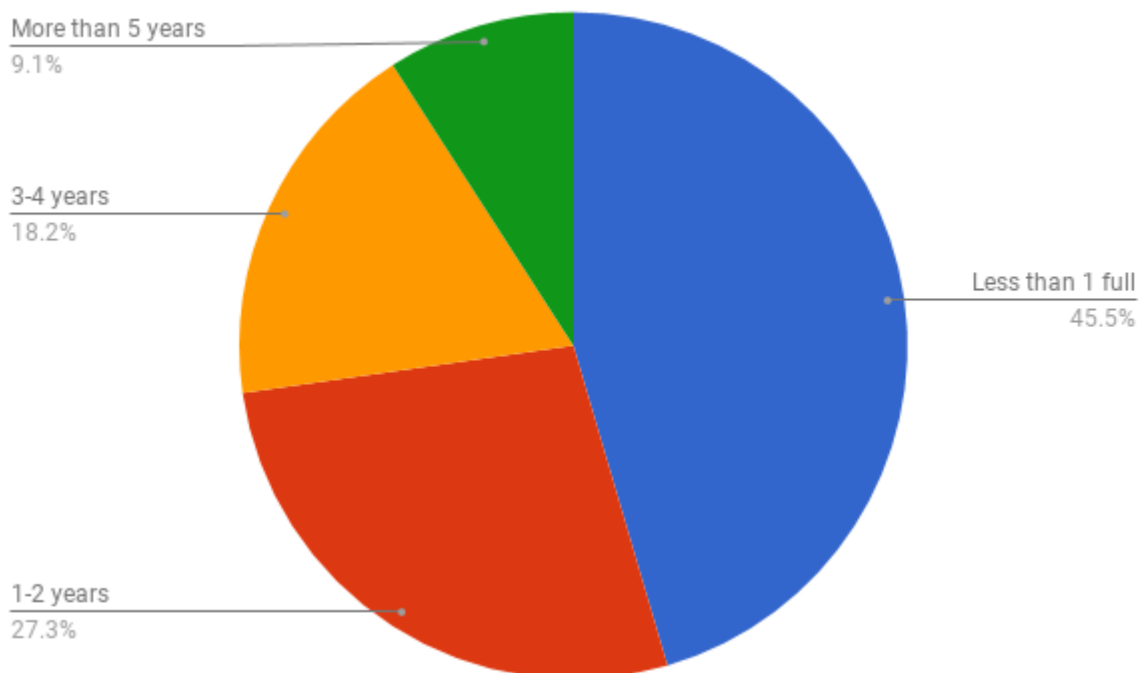
Total Participants: 11

Length of service at institution

Overall USM data:

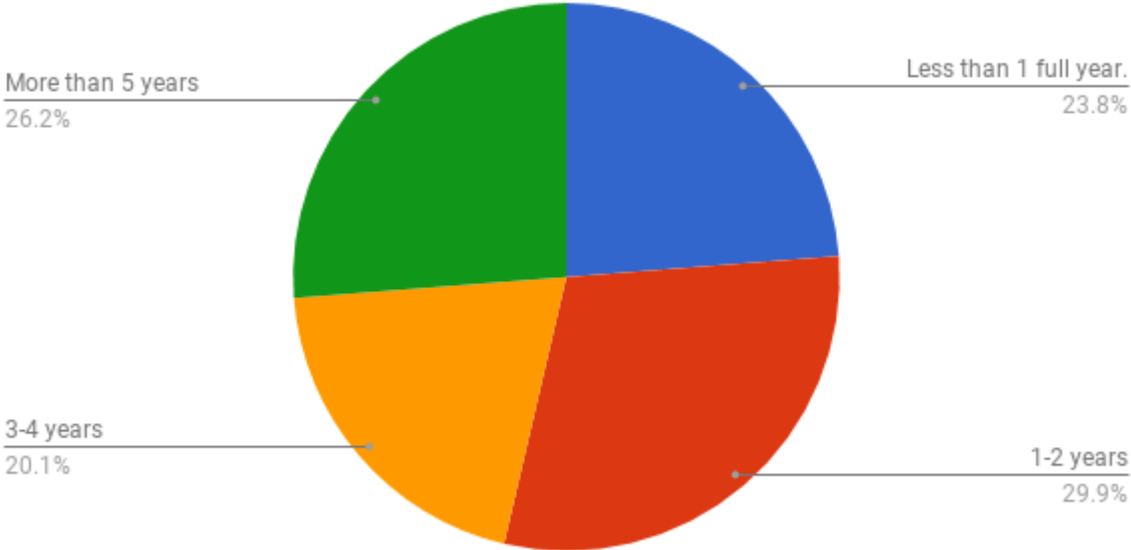


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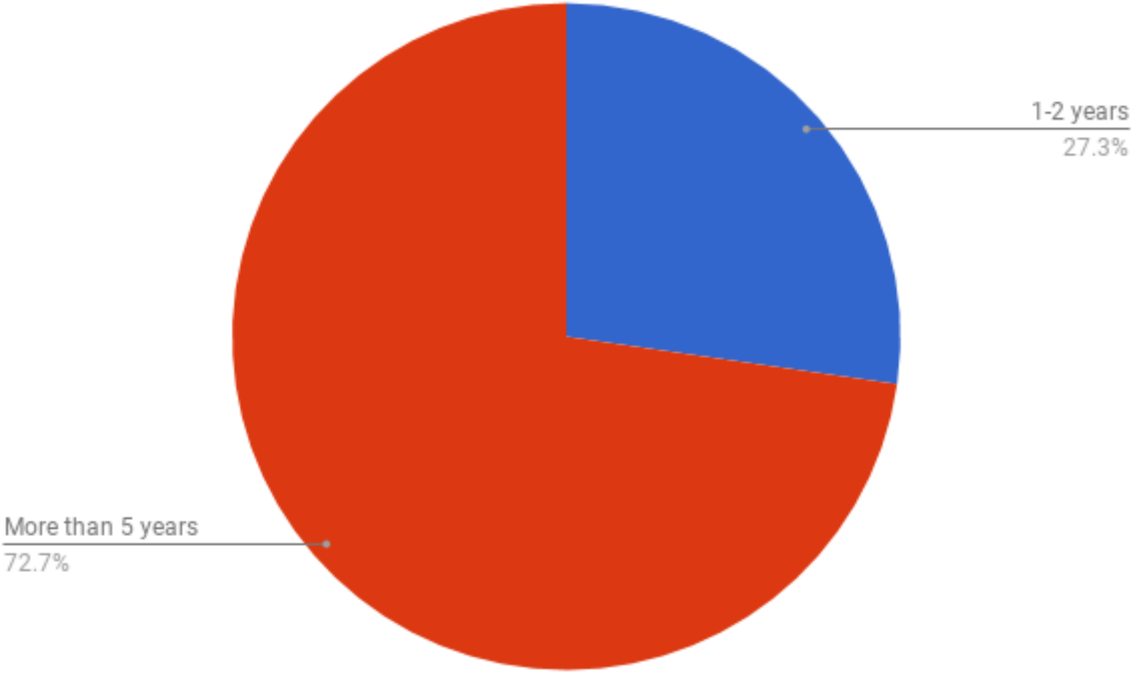


Length of involvement in staff Shared Governance

Overall USM data:



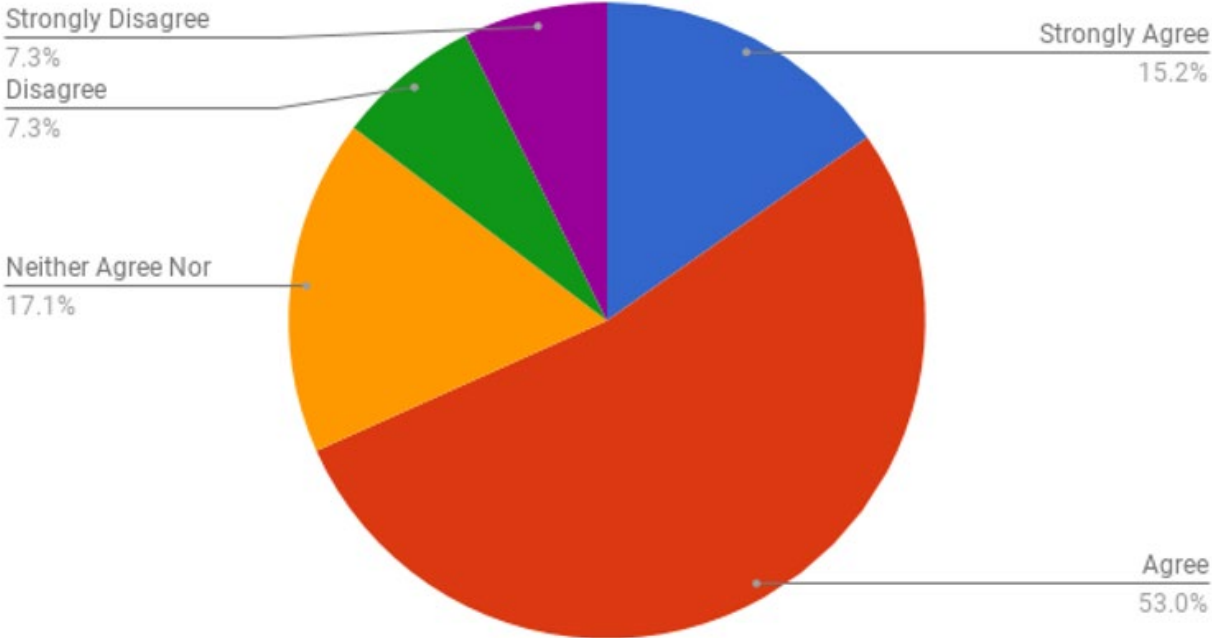
SU Institutional Data:



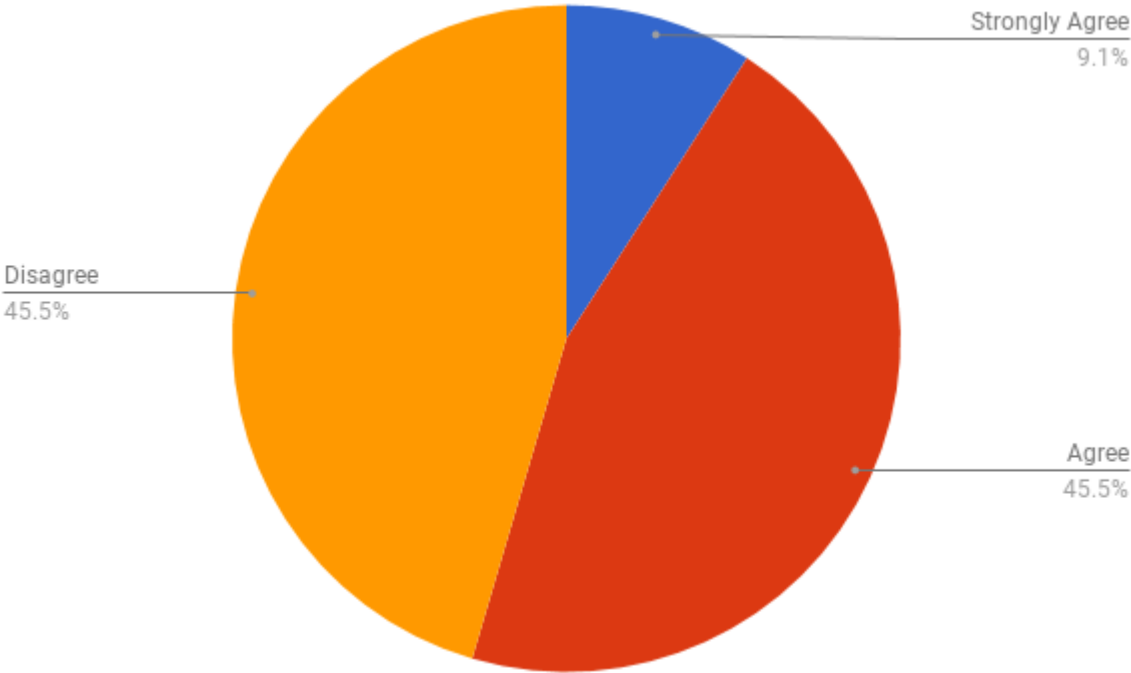
Climate for Governance

67. Shared governance on our campus is alive and healthy.

Overall USM data:



SU Institutional Data:



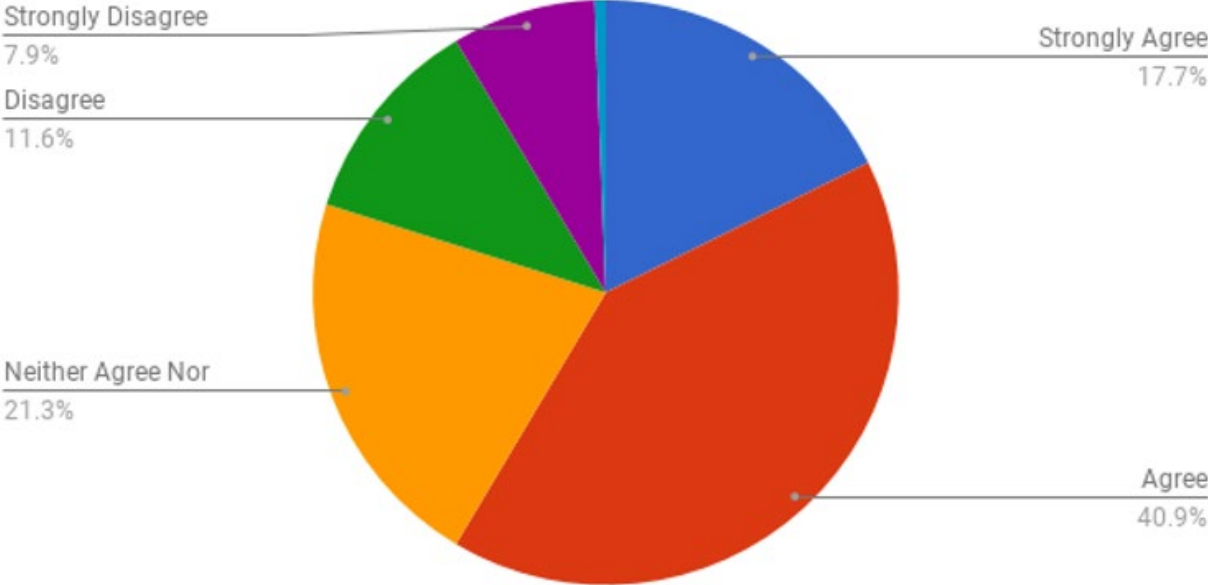
Survey comments on “Climate for Governance”:

- Its building to be a stronger governance.
- It's only been recently that the Staff Senate has been recognized as much as the Faculty Senate.
- I think we honestly try to incorporate shared governance on our campus but sometimes the communication is lacking. I believe the fact that we have a union at SU and many of our staff are included in the union that we can't share information with makes this very difficult.
- Faculty Senate has too much influence.
- I think from a faculty perspective, there is a very strong shared governance model, but for staff our voice is nowhere near equal to theirs.
- Although staff senate is very active, there are situations where it seems as though our voice is not heard or fully considered. For example, there is no representation from staff senate involved in the President's search.
- While shared governance is alive and healthy, often times items come to the staff senate last with very limited time or review, yet faculty are given much more time. We would like the same consideration.

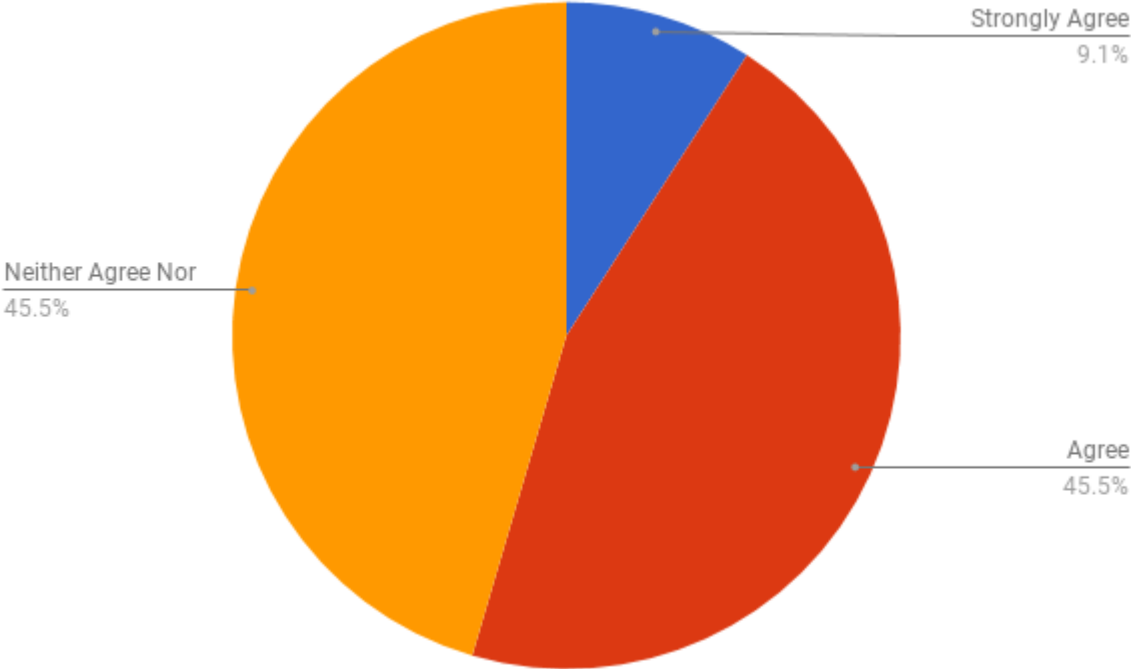
Institutional Communications

68. There is excellent communication and consultation between the administration and the staff and senate leaderships.

Overall USM data:

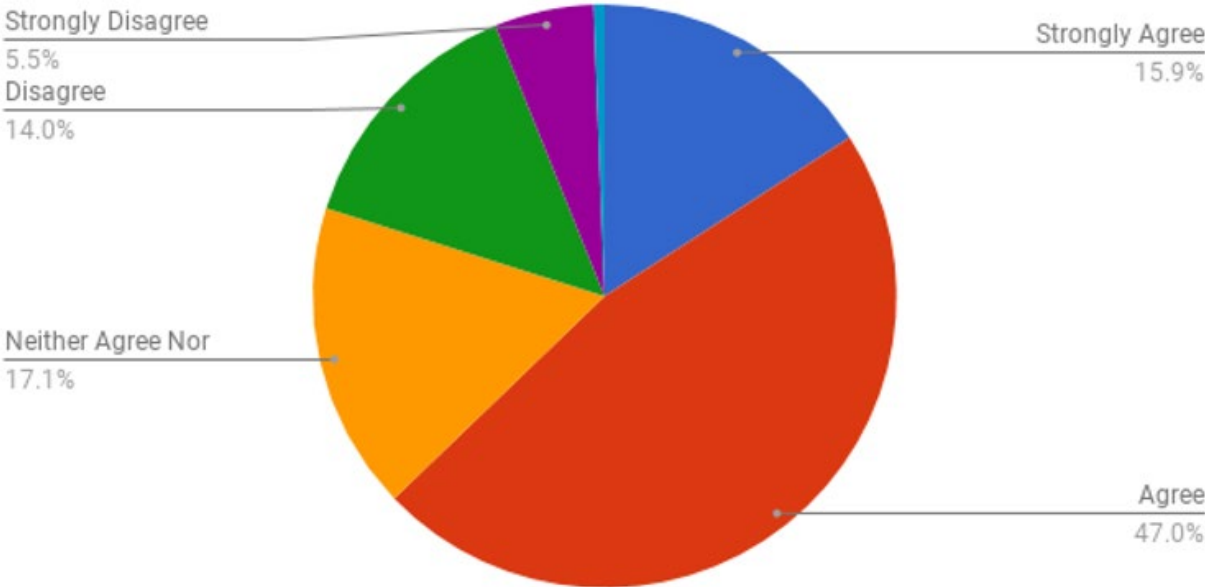


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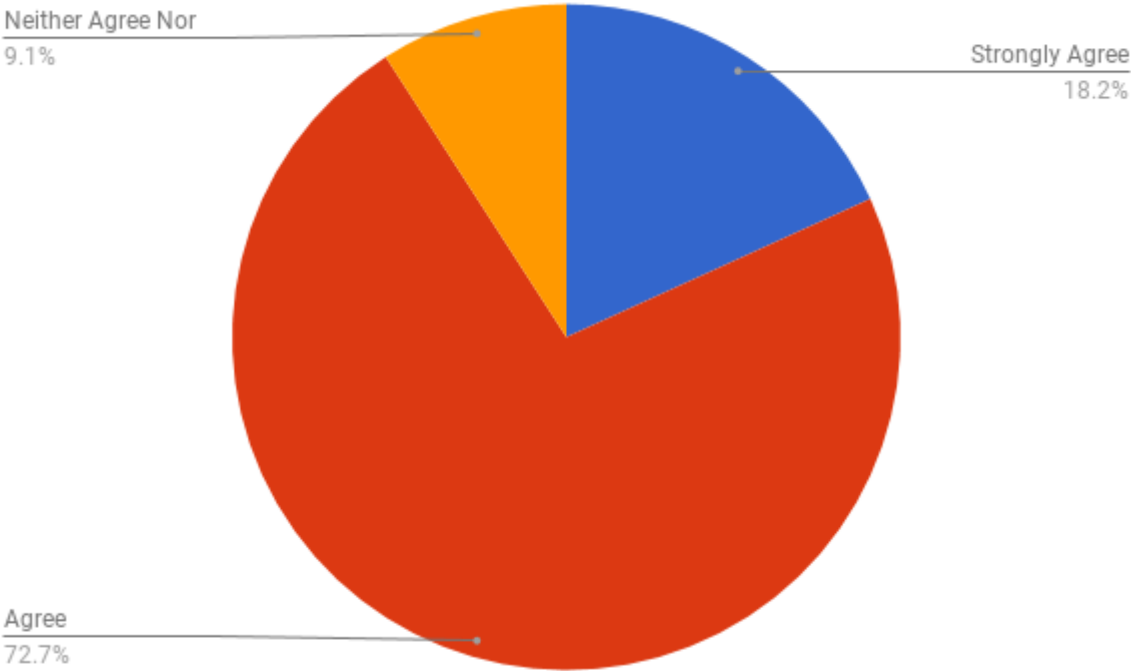


69. Staff can openly communicate governance issues with cabinet/upper management.

Overall USM data:

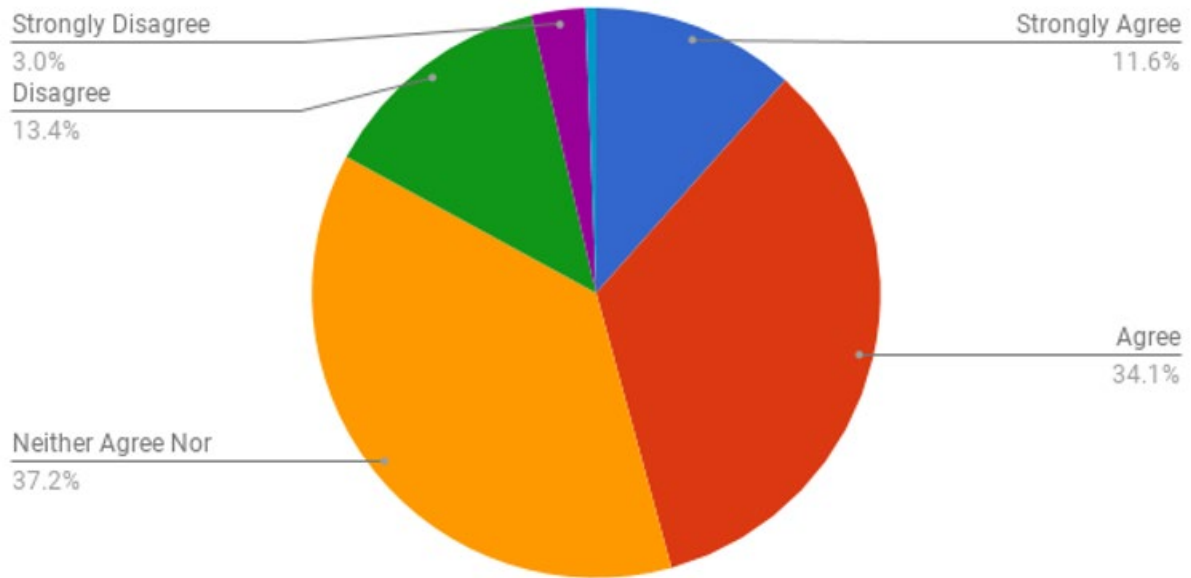


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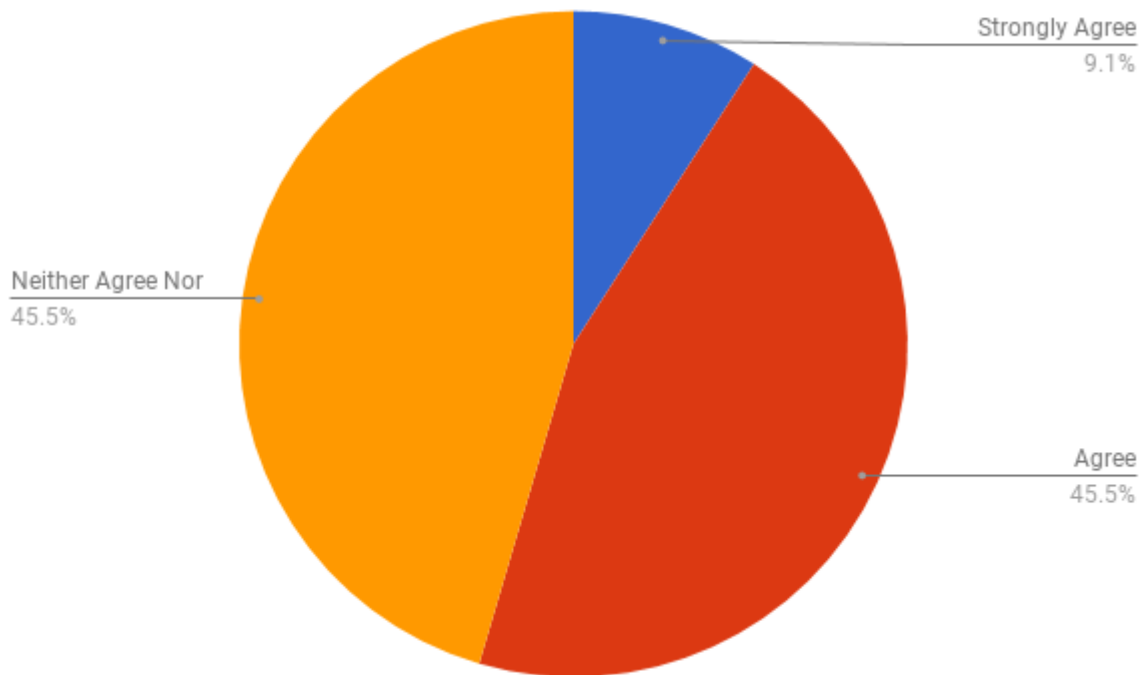


70. Feedback is presented in a timely manner, be it positive or negative.

Overall USM data:



SU Institutional Data:



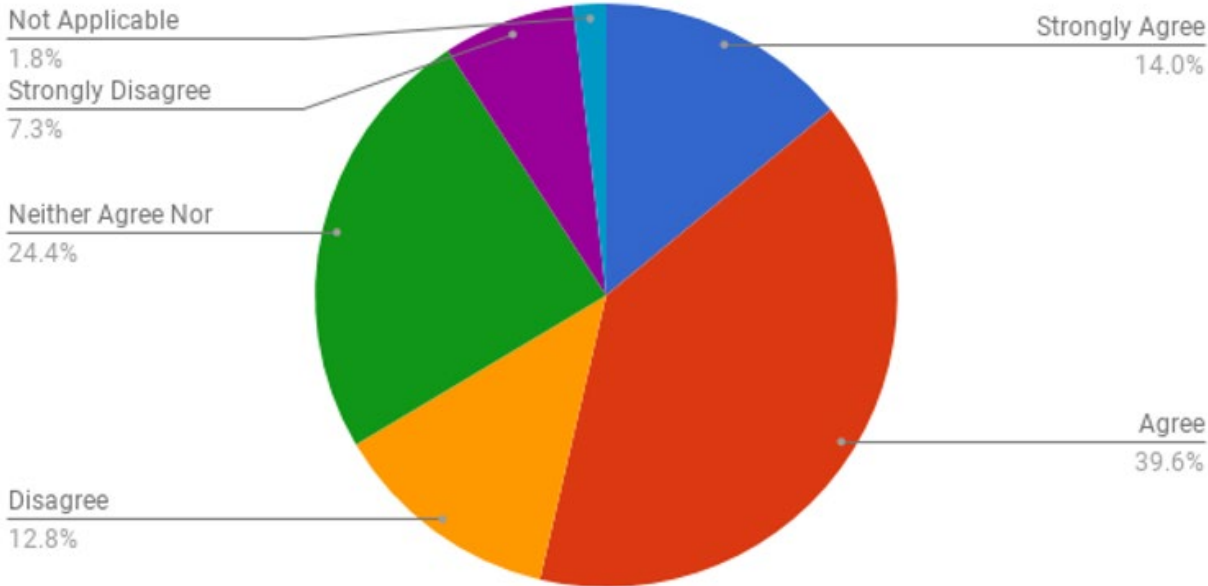
Survey comments on “Institutional Communication”:

- As stated before, it has only been in the past two years that Staff Senate has been included in any kind of decision making. This is in large part to the make-up of the committee, but also to a change in the Staff's representative vice-president.
- As I mentioned in my first comment, I believe communication is lacking at SU due in a large part to the MCEA. When we try to talk to upper administration about issues they say, we can't talk about that because of the union. It is very frustrating.
- The VP of Finance and Admin regularly attends our monthly Staff Senate meetings and shares information. We have also been able to send proposals to him for which he provides feedback before forwarding to/discussing with Exec Staff for further consideration.
- Timing depends on the nature of the subject - some are timely some are not.
- Responses to staff senate recommendations have been slow at times, but it is obvious that efforts are made.

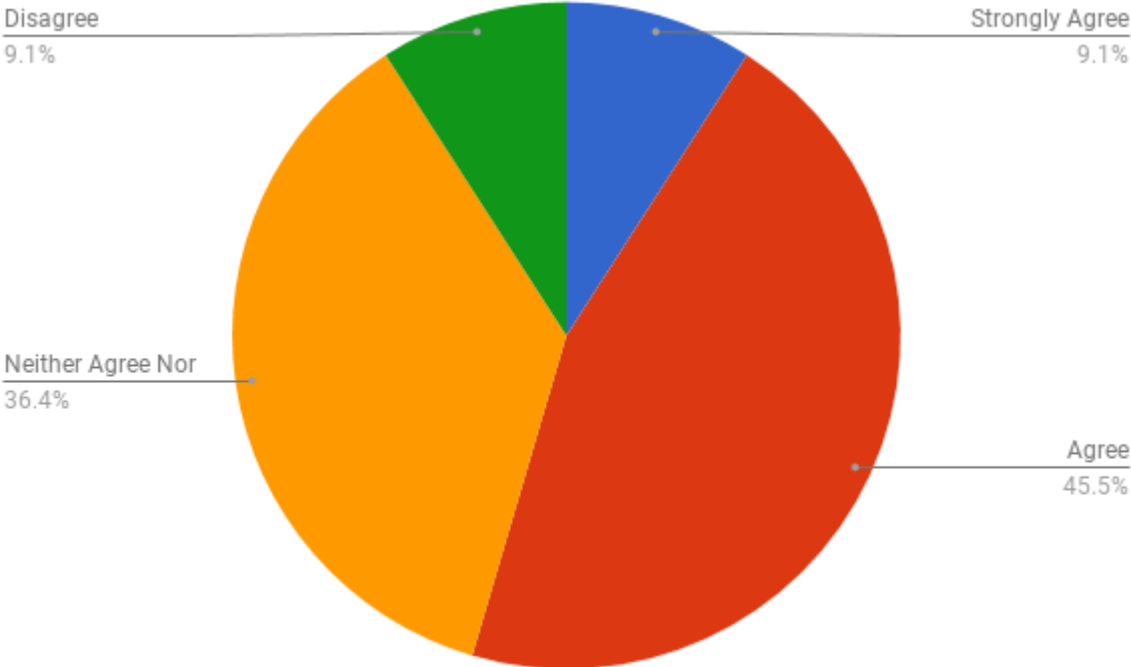
Senate's Role

71. The staff senate plays an important role in providing academic and administrative functions at the university.

Overall USM data:

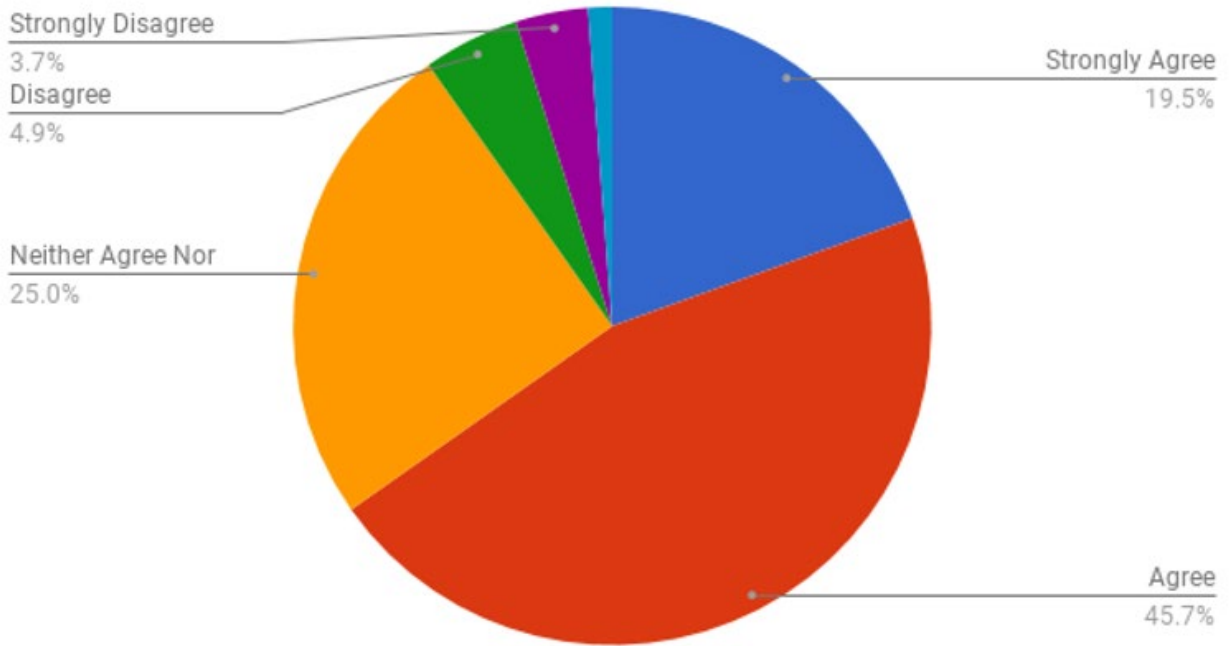


SU Institutional Data:

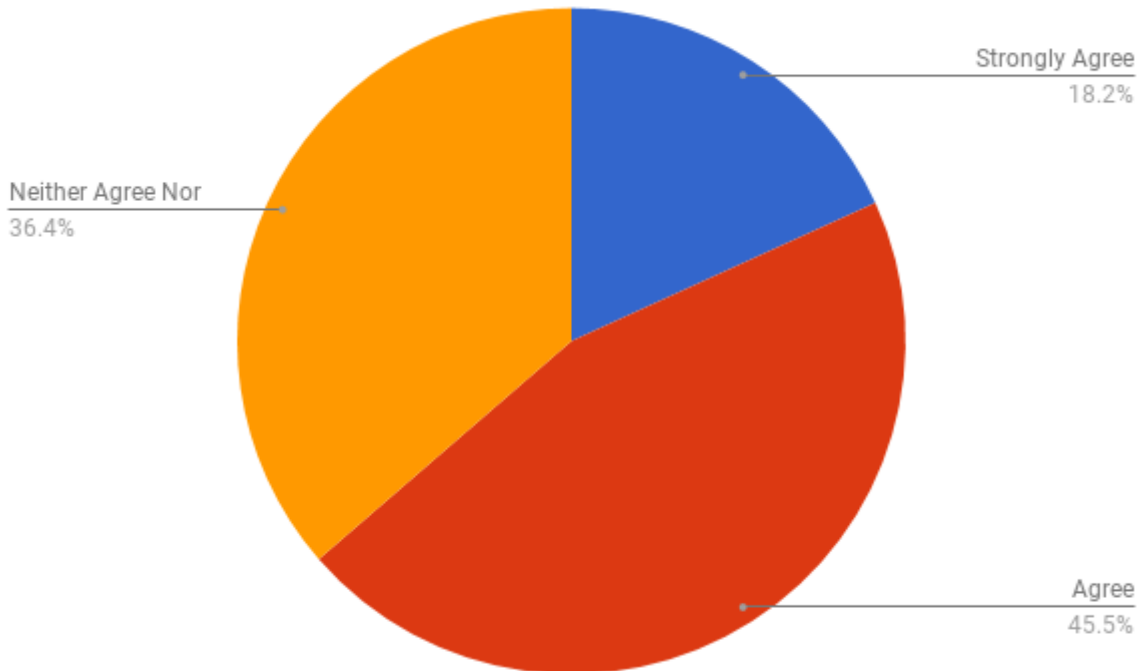


72. Your role with staff senate is valued.

Overall USM data:



SU Institutional Data:



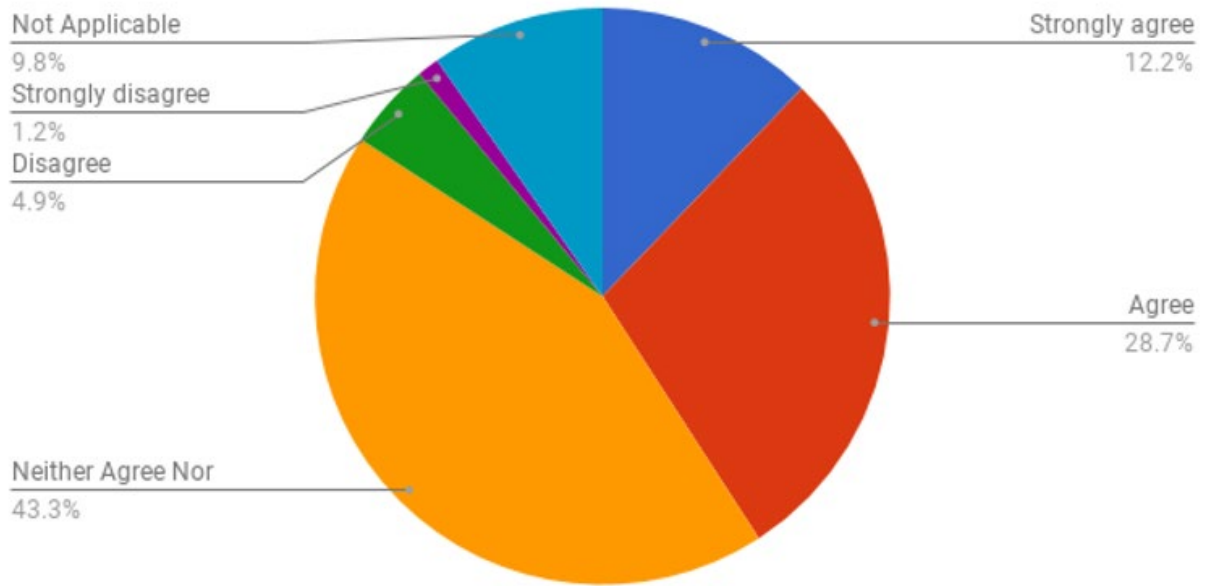
Survey comments on “Senates Role”:

- There is a faculty senate which addresses faculty functions.
- Despite fervent efforts to make a difference, evidence of this is not convincing yet.

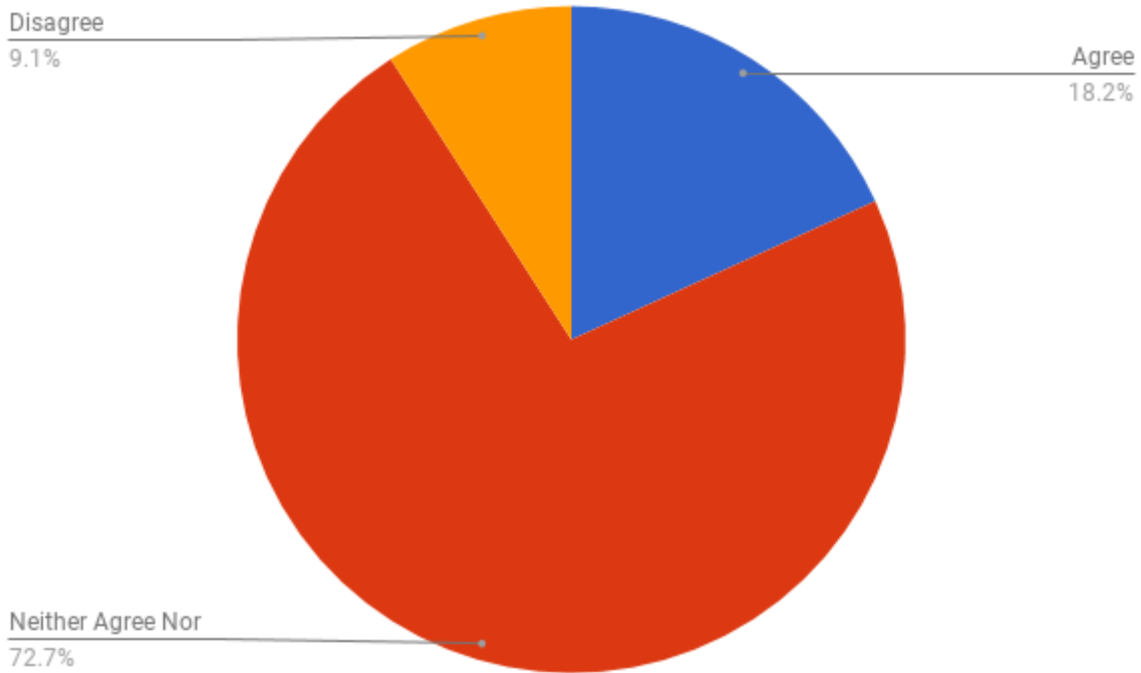
The President's Role

73. Other than on rare occasions, the president seldom overturns staff decisions and recommendations.

Overall USM data:

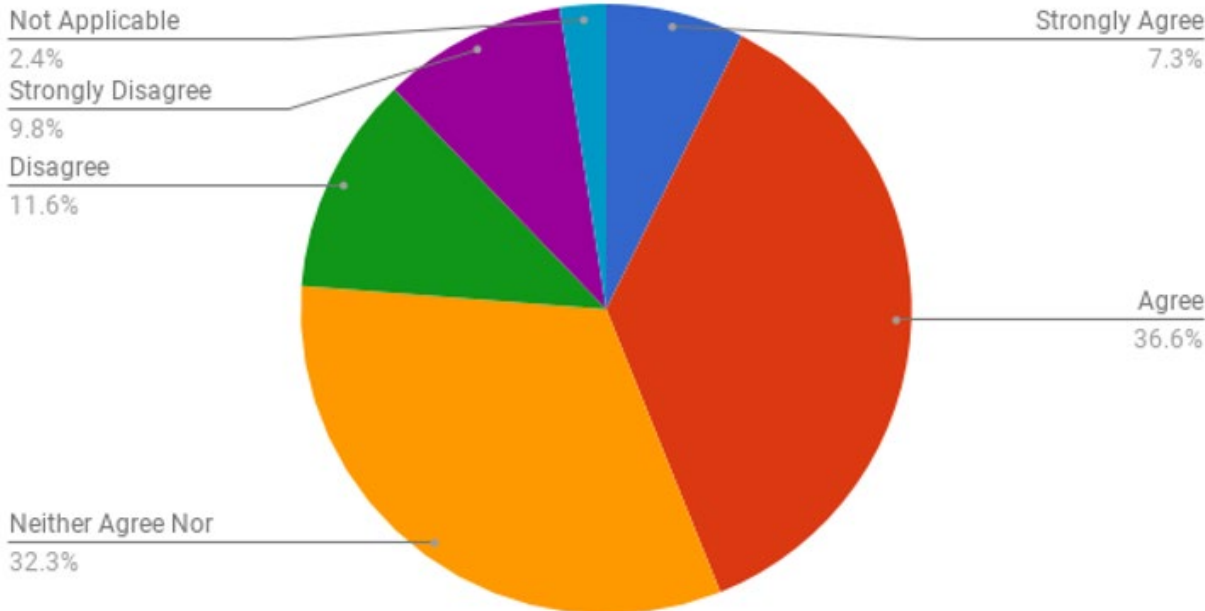


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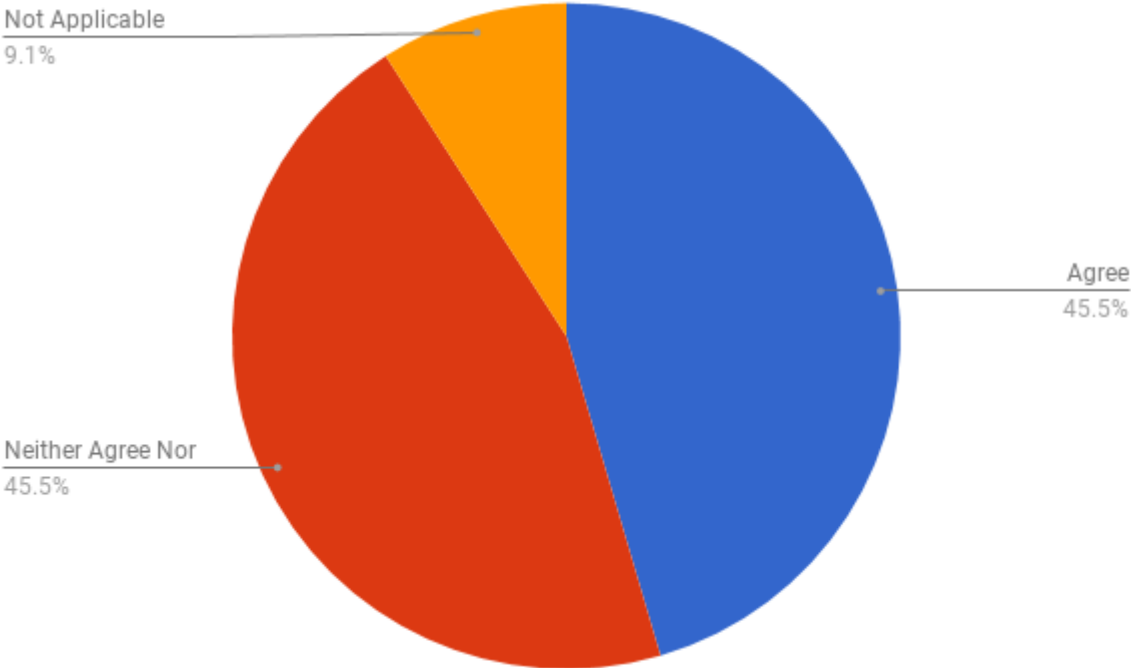


74. The president seeks meaningful staff input on those issues (such as budgeting) in which the staff has an appropriate interest but not primary responsibility.

Overall USM data:

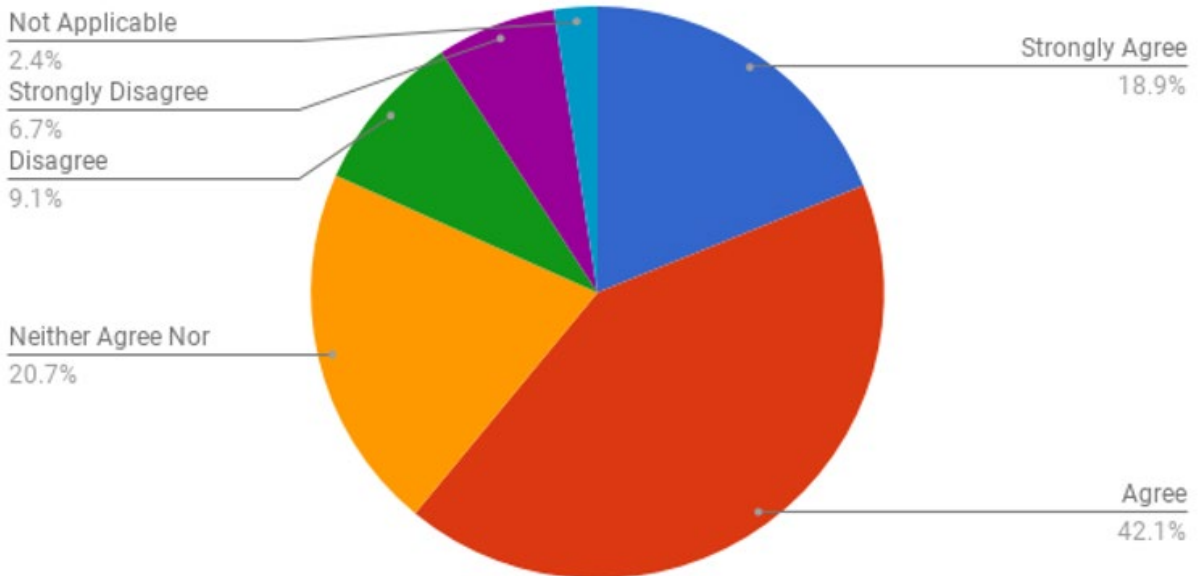


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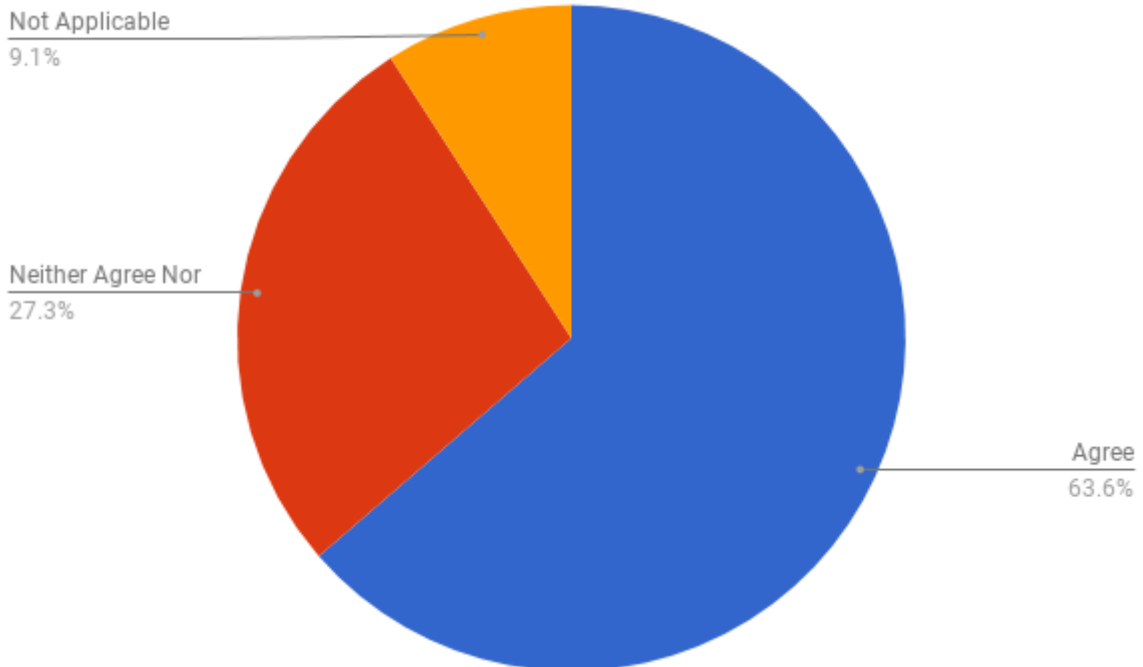


75. The president is transparent in communicating decisions, changes and recommendations.

Overall USM data:

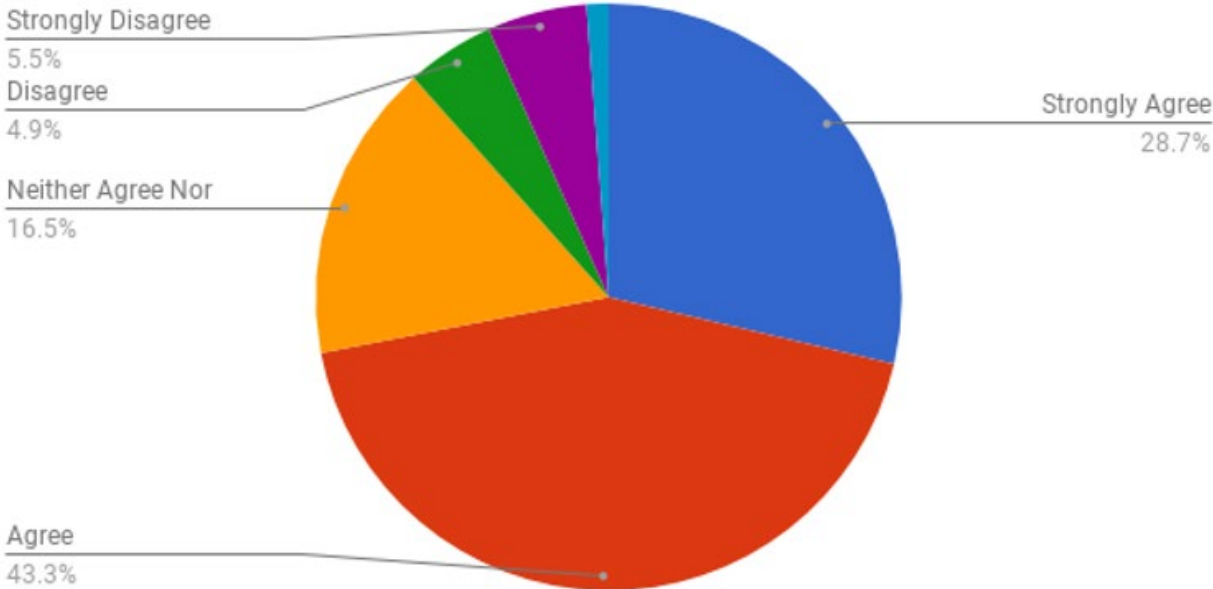


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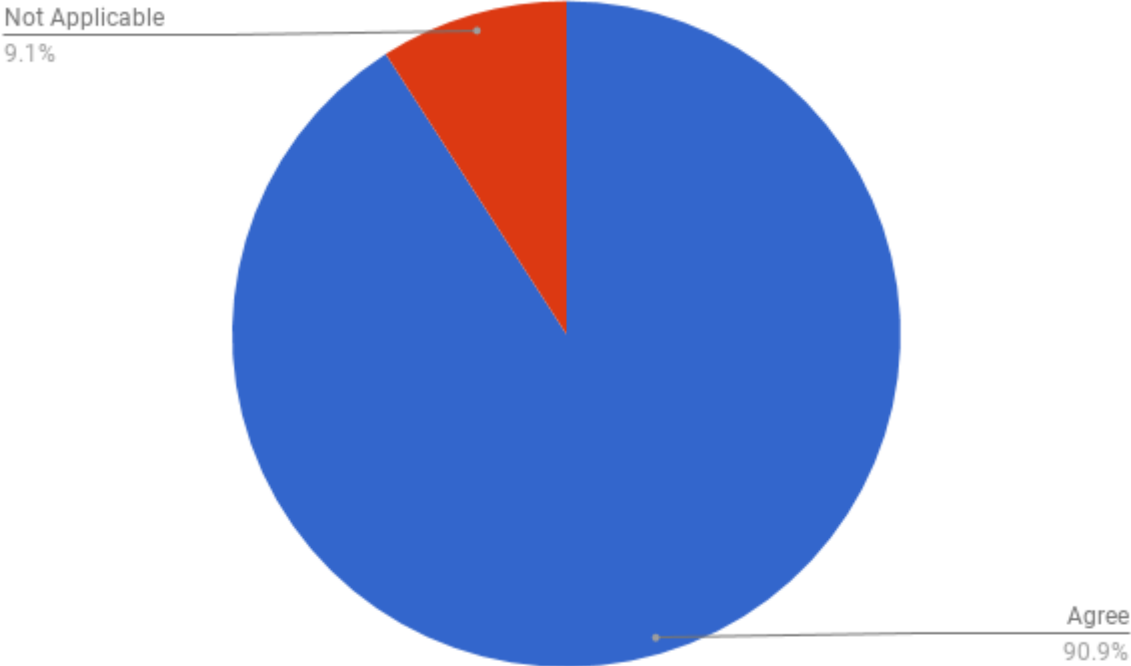


76. The president supports and advocates the principles of shared governance within colleges, divisions, and departments.

Overall USM data:

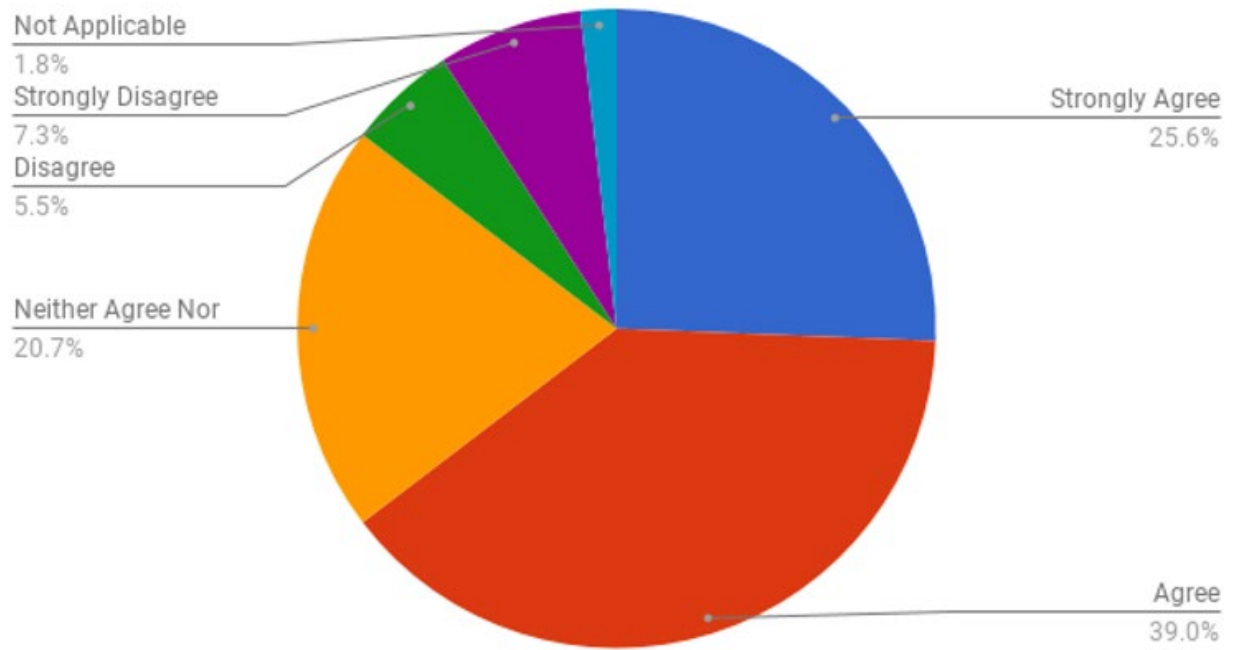


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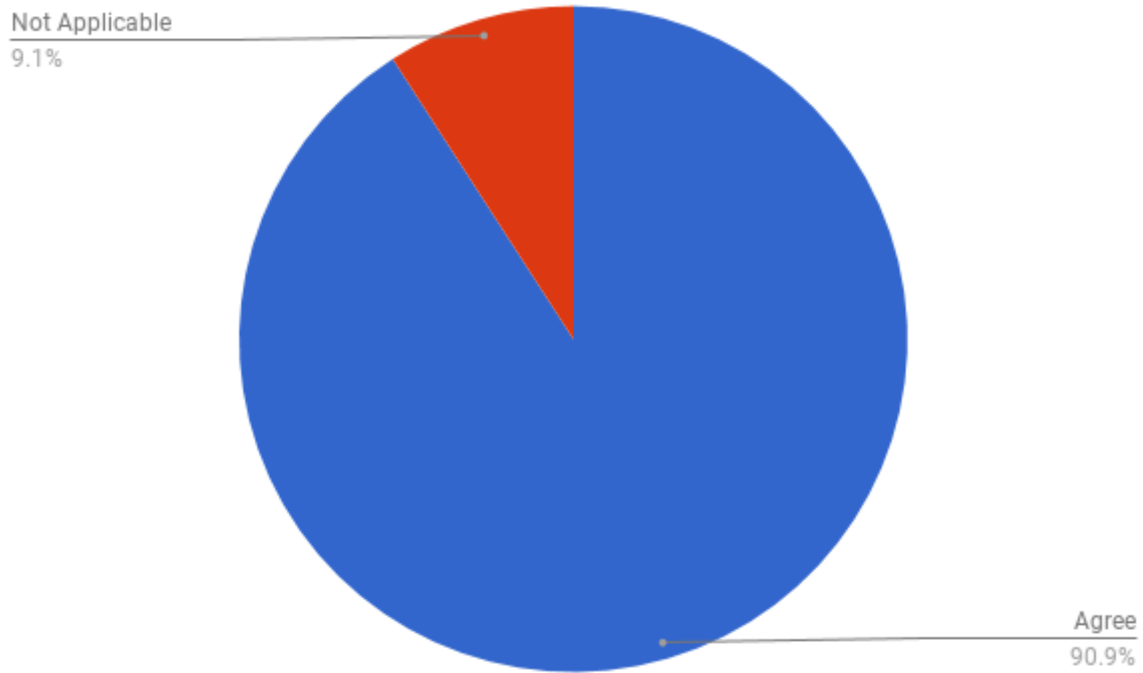


77. There is open communication with staff senate.

Overall USM data:



SU Institutional Data:



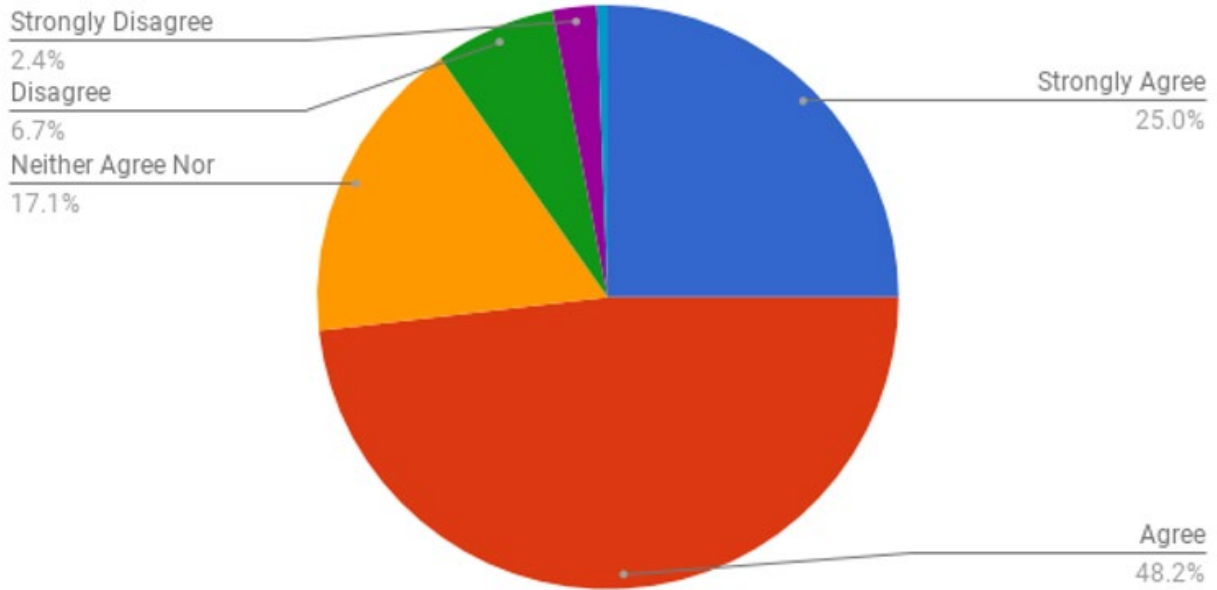
Survey comments on “The President’s Role”:

- While she does not meet with us regularly, I do feel the president supports Staff Senate.
- Staff Senate submitted a recommendation to consider/include Non-Exempts not covered by collective bargaining for equity increases if funds are available. We are still awaiting response, as we were informed this was submitted to the OAG's office. I would like to see more opportunity for advancement within staff positions, especially when more and more duties are required to include advanced budgeting tasks. As a "highly efficient institution" our staff continues to be stretched too thin and those who go above and beyond with implementing new processes concerning budgeting should be heard and afforded the opportunity for equity increases.
- I feel that we have staff representation of committees such as the strategic planning and budgeting committee and that staff interest are being conveyed.

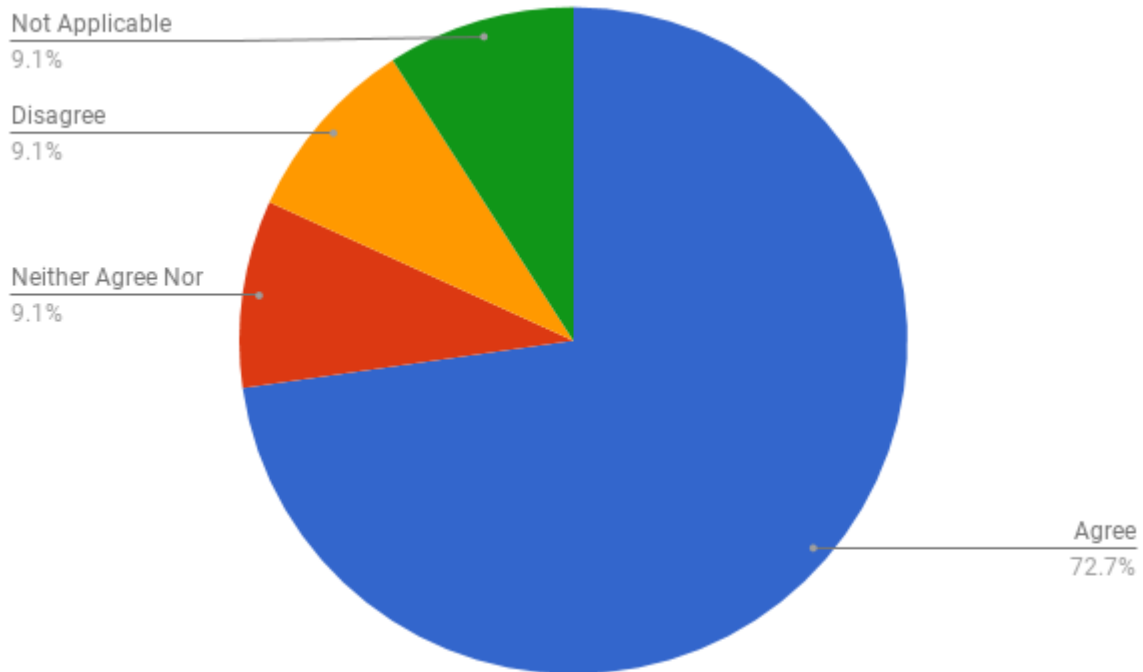
The Staff's Role

78. The administration is supportive of staff involvement in shared governance.

Overall USM data:

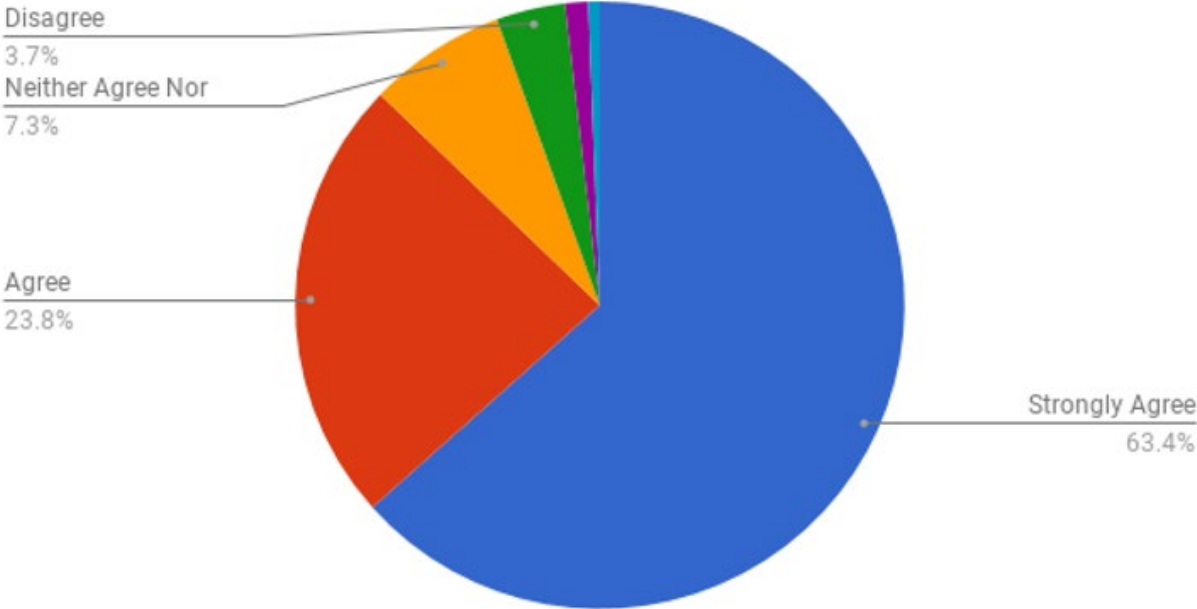


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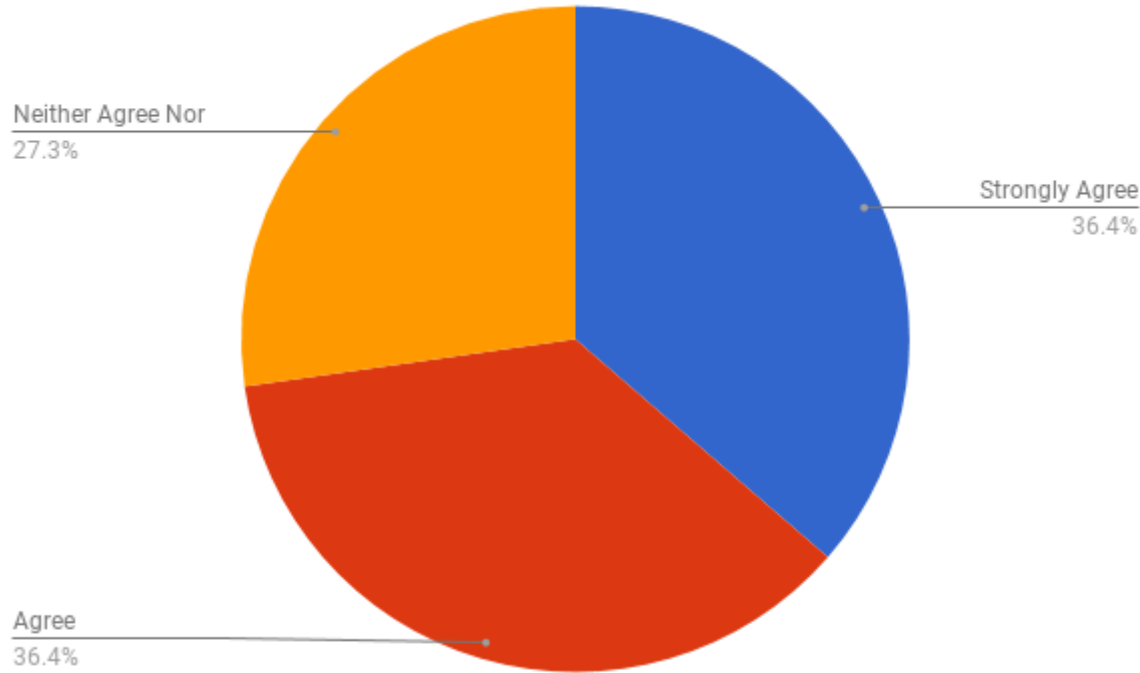


79. My immediate supervisor is supportive of my involvement in shared governance when I need to attend a related event or meeting during work hours.

Overall USM data:



SU Institutional Data:

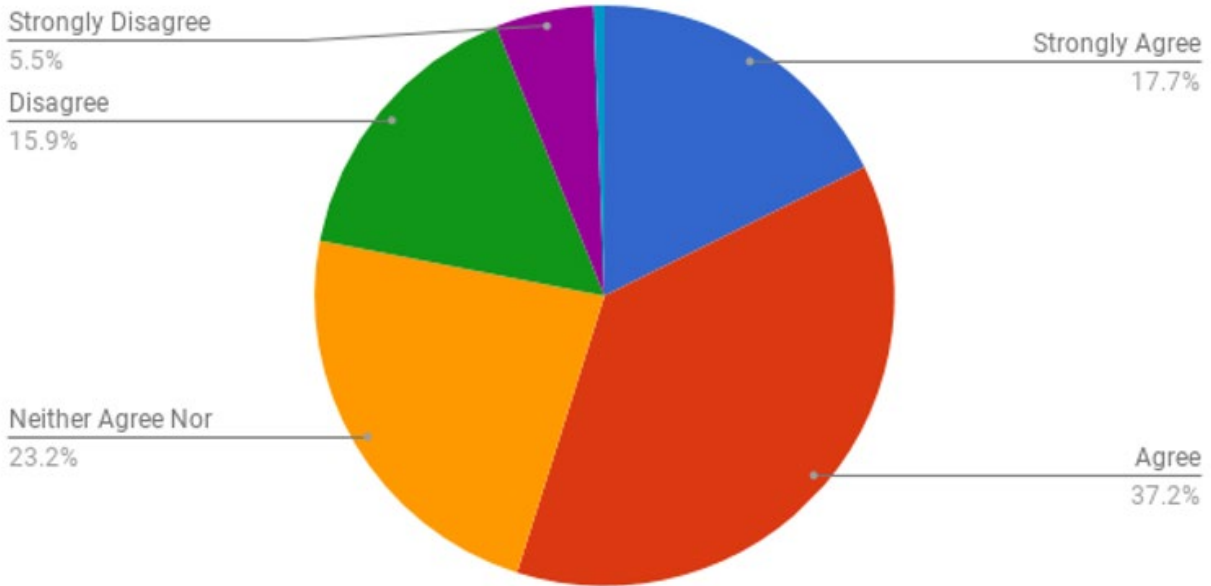


Survey comments on “The Staff’s Role”:

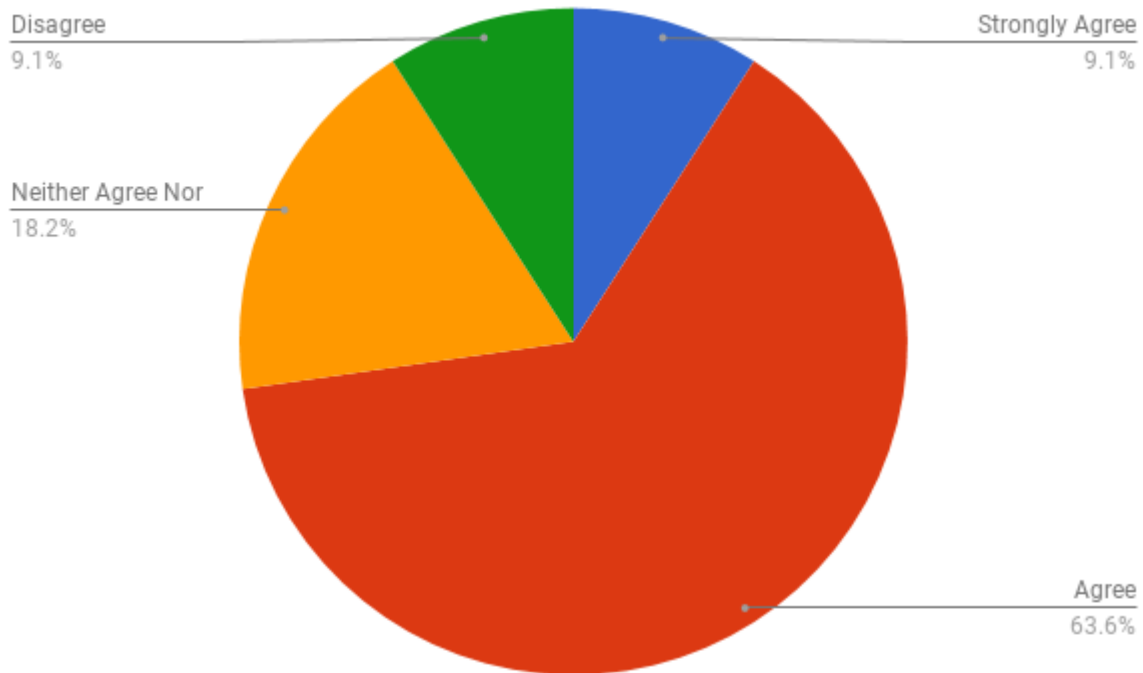
Joint Decision-Making

80. The administration utilizes staff involvement in the area of planning and strategic planning.

Overall USM data:

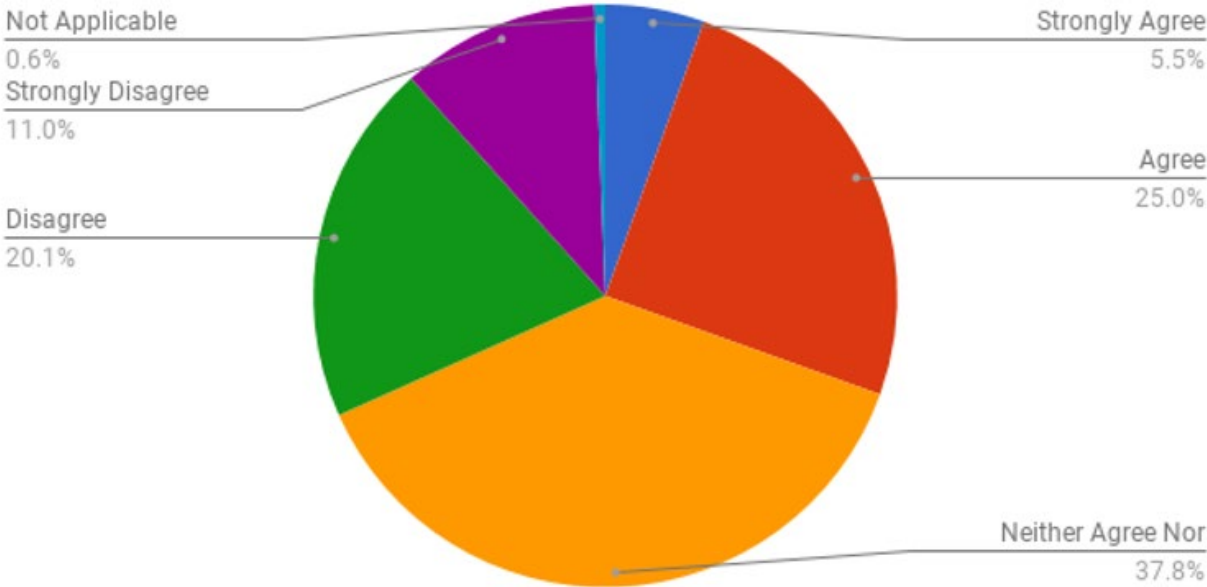


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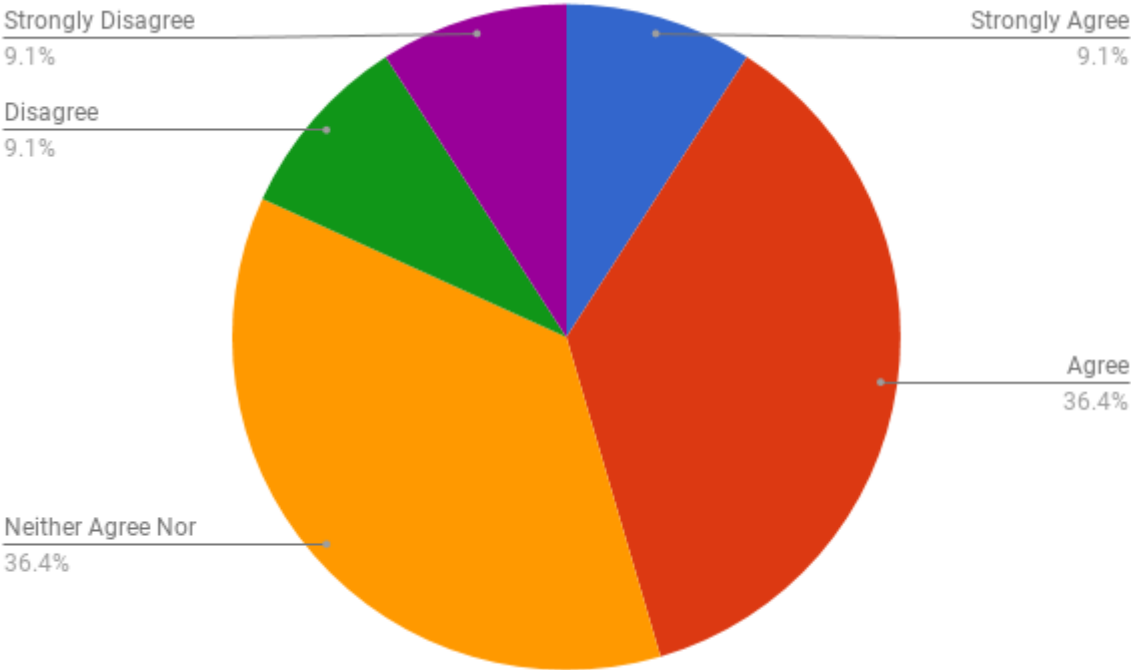


81. The administration recognizes staff involvement in budgeting and fiscal resource planning.

Overall USM data:

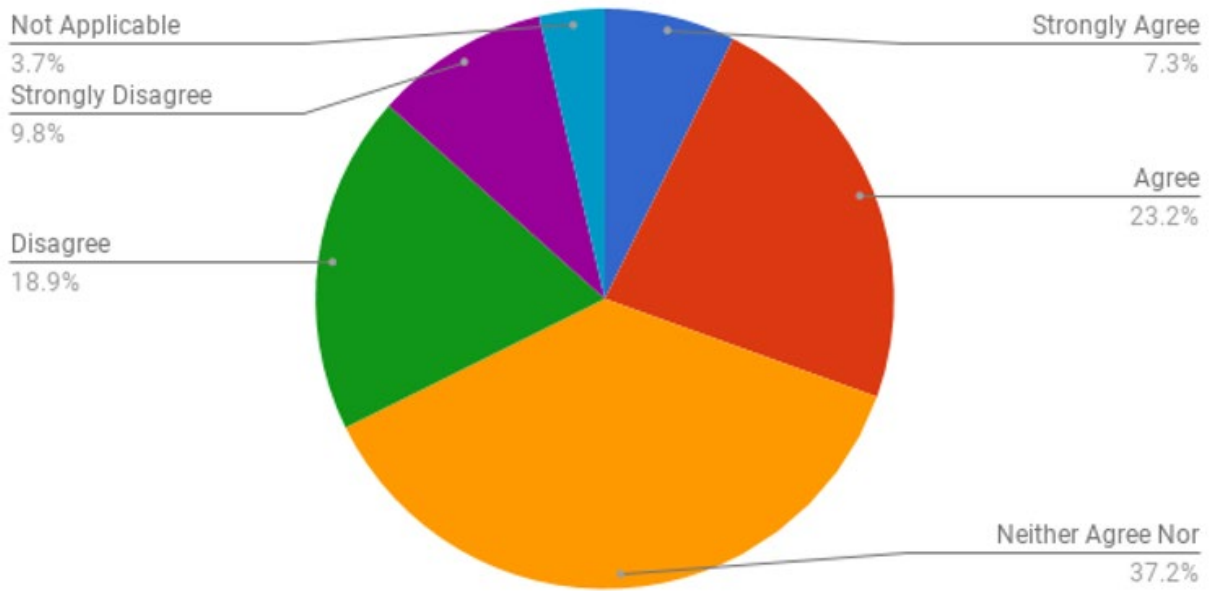


SU Institutional Data:

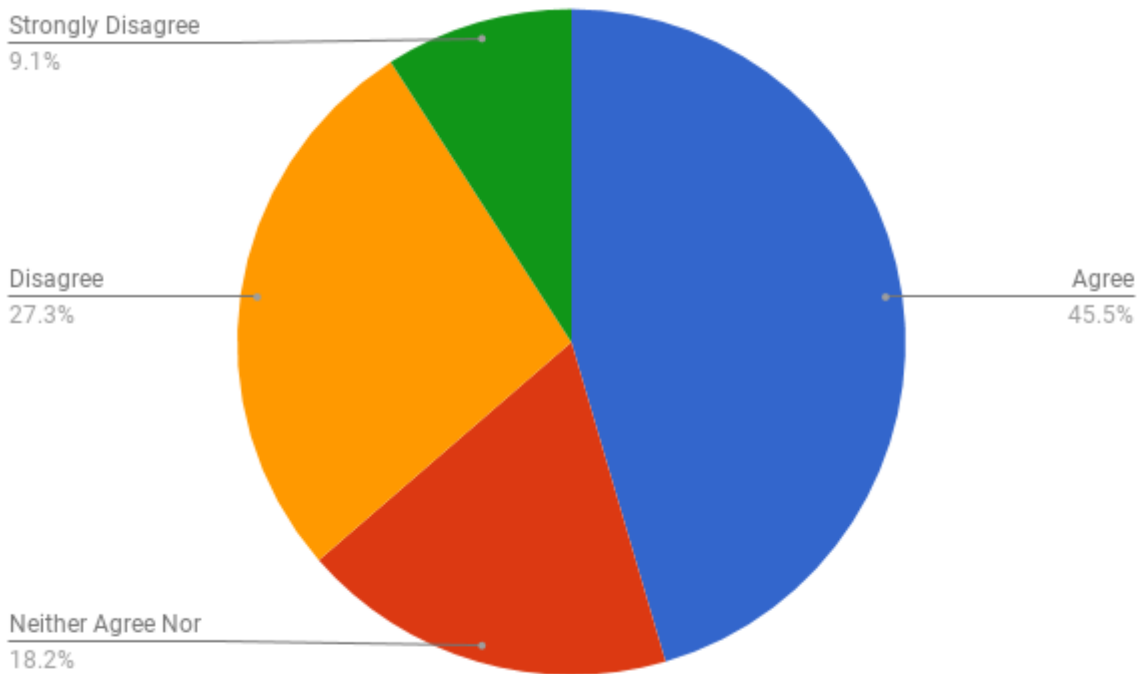


82. The administration recognizes staff involvement in academic affairs and program development.

Overall USM data:

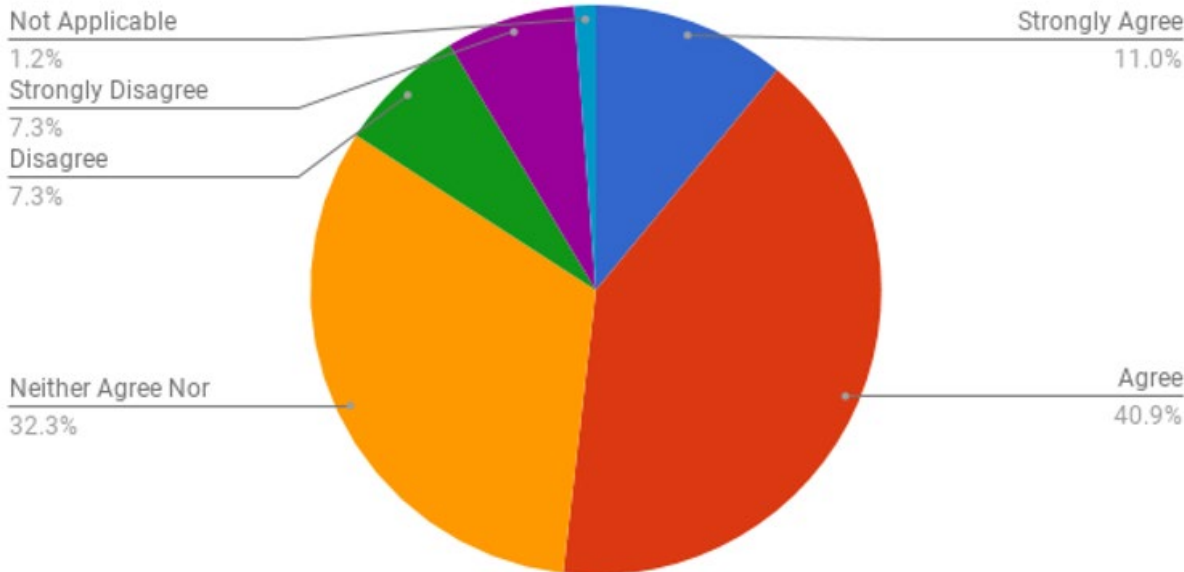


SU Institutional Data:

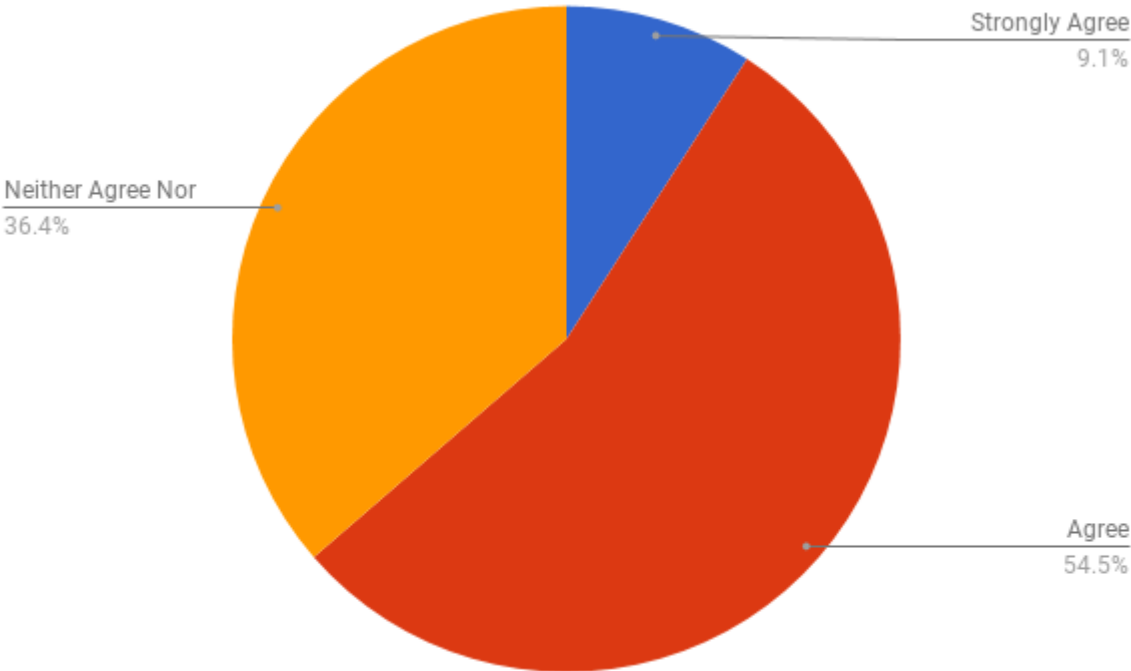


83. The administration supports staff involvement in staff selection and hiring.

Overall USM data:

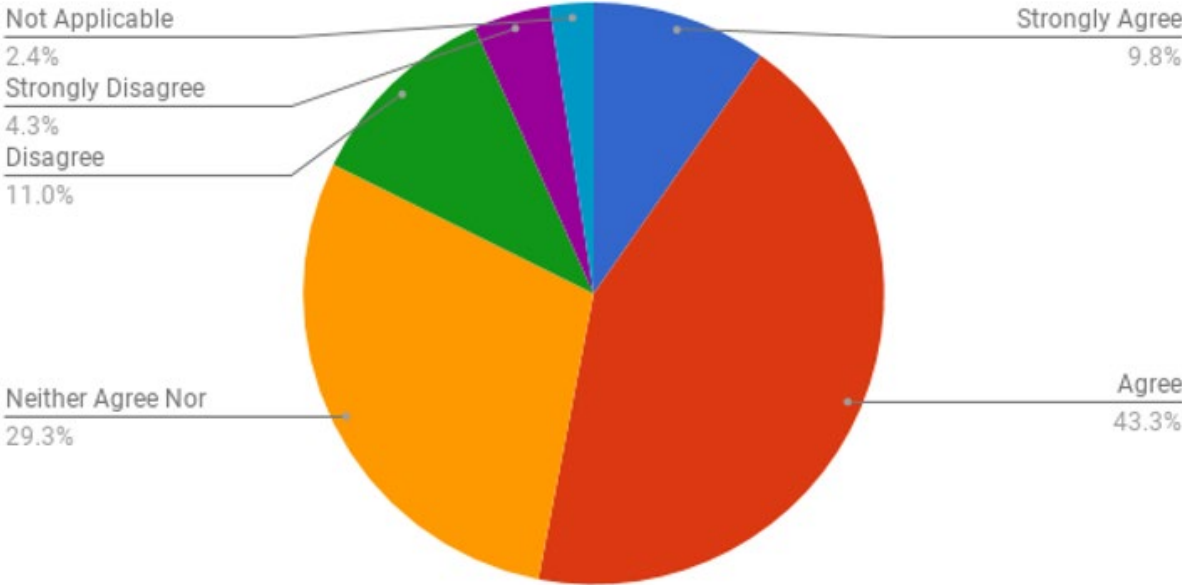


SU Institutional Data:

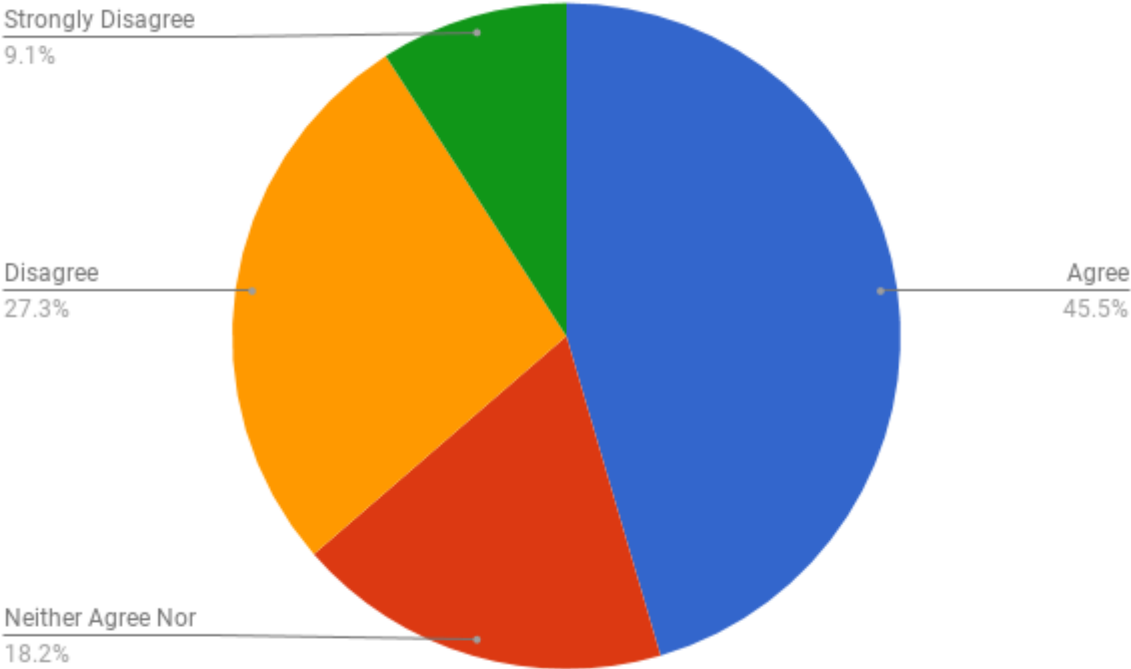


84. Structures and processes that allow for shared governance are clearly defined in the governance documents (e.g. staff handbook).

Overall USM data:



SU Institutional Data:



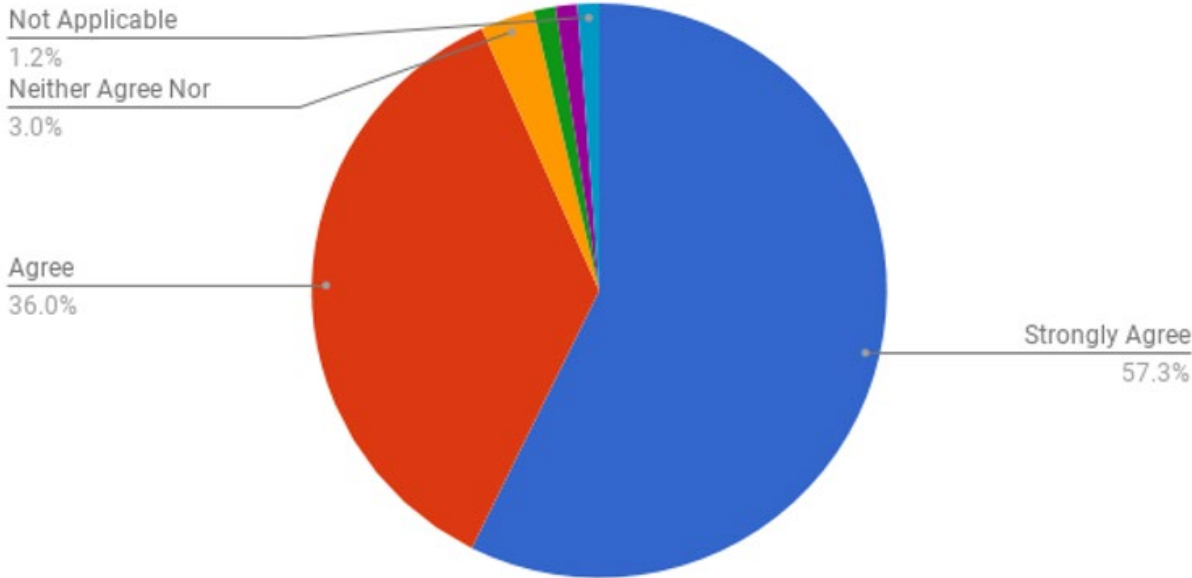
Survey comments on “Joint Decision Making”:

- The staff senate's role is more of an advisory and communication body. We can make recommendations, but are not an "approval" or "authorizing" body.
- Staff at my level are not included in some of these higher decision making processes. We are used on searches and provide input on search and selection processes. We are not included in the budgeting process or program development.
- I don't know that all staff are included in the budgeting process but feel that staff that should be, are.
- Concerning #15, Comments from Administration regarding the new budget proposal process have clearly minimized the magnitude of the additional budgetary requirements for some staff. Repeatedly, the statement "it is just bookkeeping" has been made in various forums. In many cases, I've seen admin staff leading the budget process to include tracking expenditures within current FY and creating the proposals for the next FY. This is detailed budget work that admins were not hired to do and are not trained for, nor paid for the addition of this breadth of work. At one of the leanest funded institutions, this is extremely detrimental to morale and workplace satisfaction. While, for the short-term one might consider learning budgeting as an opportunity for growth, there are no avenues within current positions to reward those who have taken on those duties as we are told those Non-Exempts are not considered for equity increases. These are the staff taking on the additional duties required by the institution.
- Staff senate in general has had representation on major searches (provost, Vp's, etc.) in the past. While not a campus decision, it was very disappointing that shared governance representatives were not utilized for the presidential search.

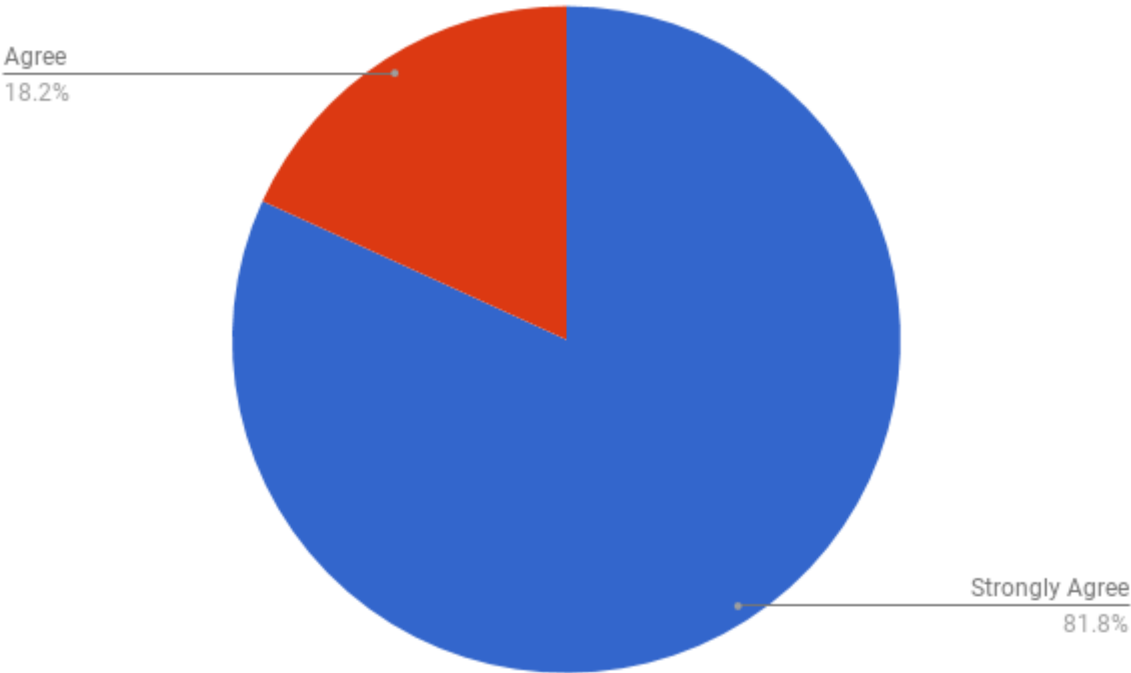
Structural Arrangements for Shared Governance

85. The staff senate and/or other institution-wide governance bodies meet on a regular basis.

Overall USM data:

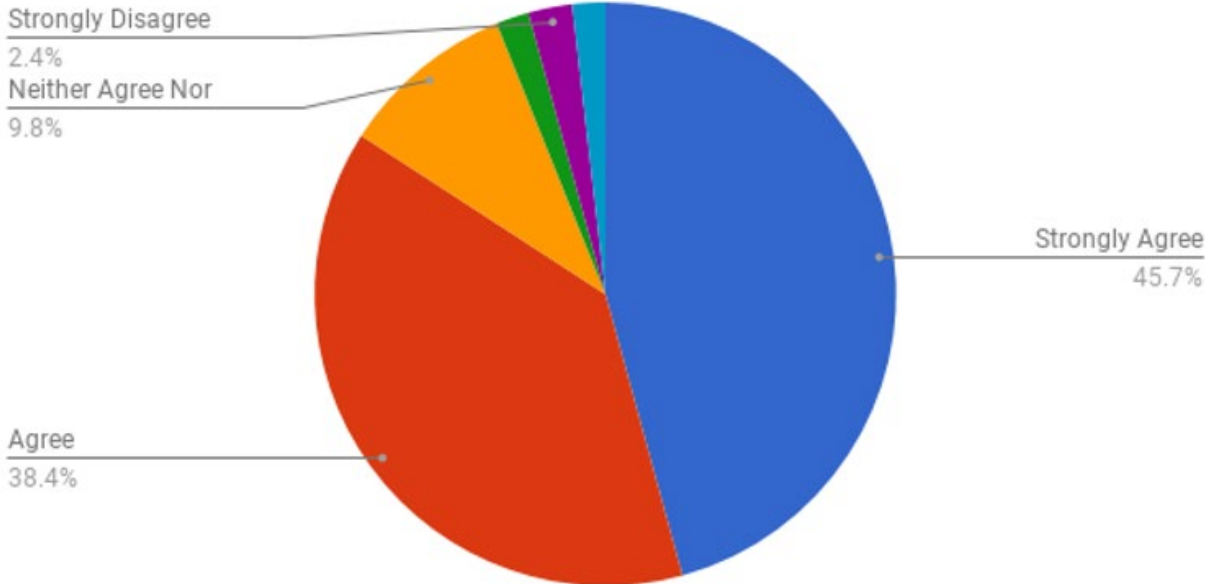


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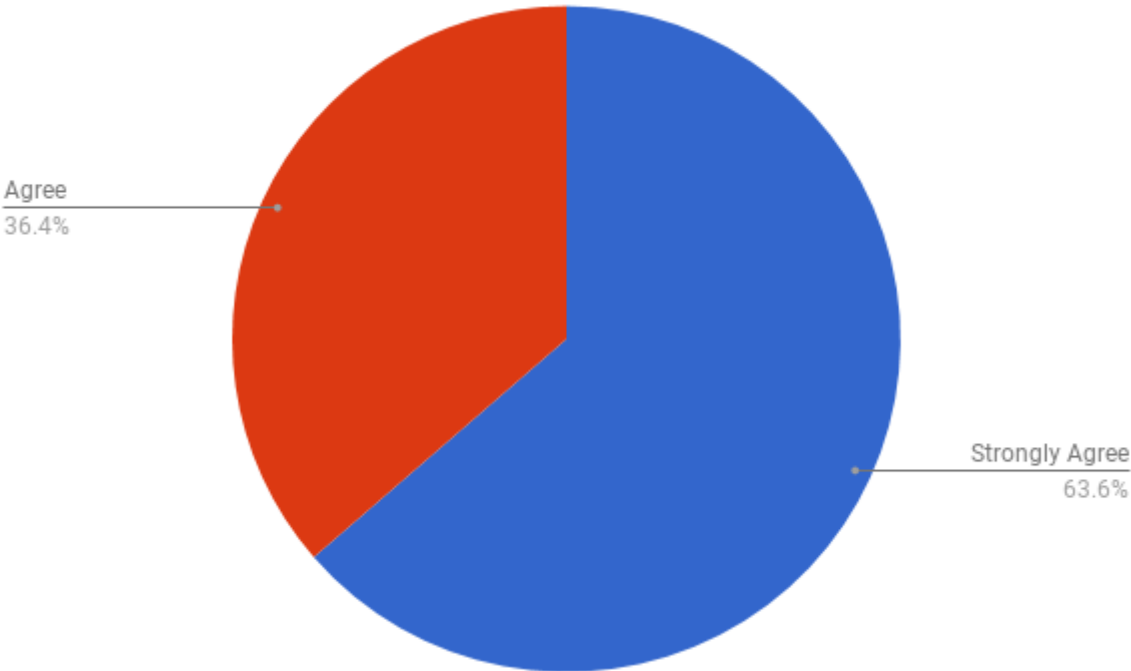


86. Staff determine how their own representatives are selected.

Overall USM data:

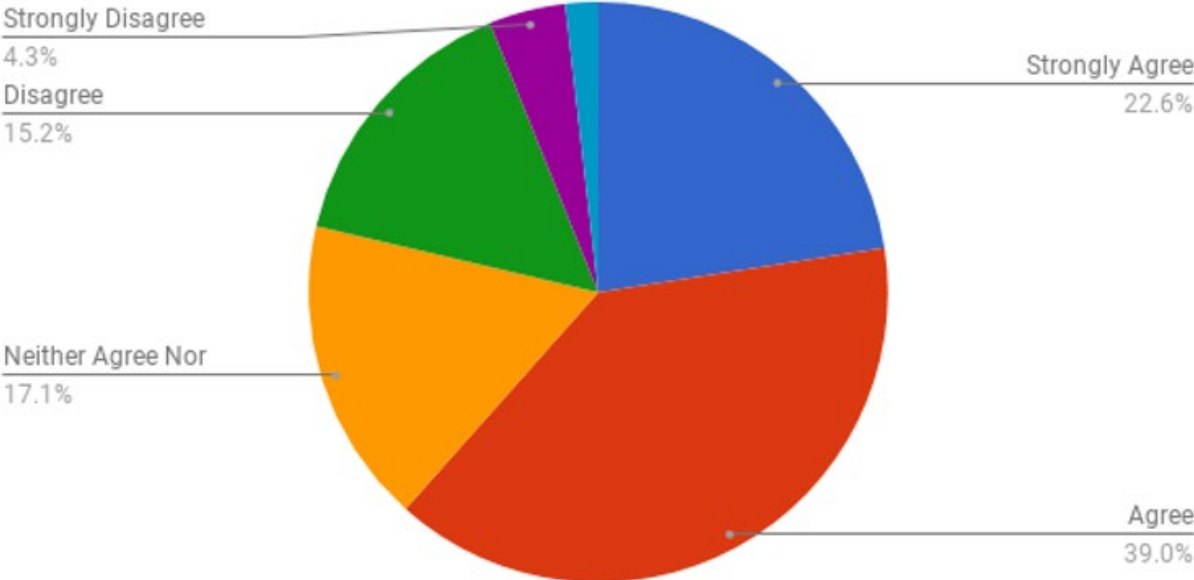


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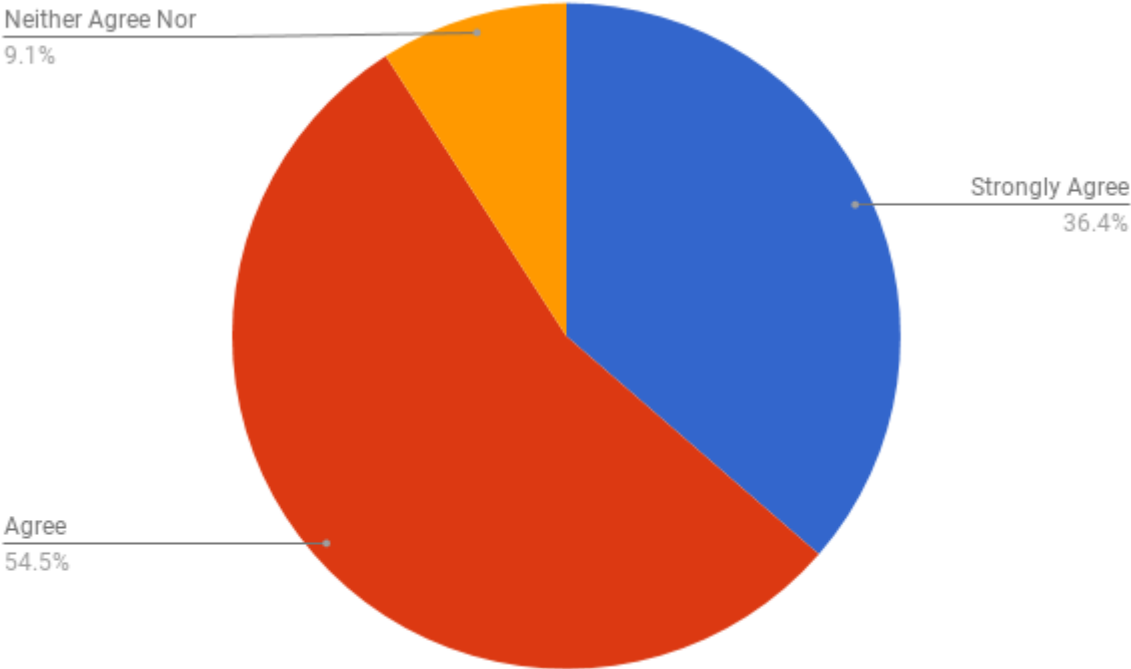


87. The administration provides adequate institutional support for shared governance to function (budget, liaison, etc.).

Overall USM data:



SU Institutional Data:



Survey comments on “Structural Arrangements for Shared Governance”:

- Again, as one of the leanest institutions, those serving on staff senate choose to be stretched yet thinner in their roles in an effort to champion changes and have staff concerns heard.

Other

88. Is there anything else you wish to communicate regarding shared governance on your campus? (Open-ended question)

- Disappointed staff senate was not represented on the presidential search committee.
- Our executive administration respects the principles of shared governance, but our Faculty senate seems to have more power. When speaking of shared governance, I believe many in upper administration are just thinking of faculty.
- I feel faculty senate pulls more weight on our campus and have a stronger voice.
- Our Staff Senate is a very engaged group and works for the betterment of ALL staff.
- Overall, I think shared governance on our campus works well. I just wish we were given the same time considerations on major issues that faculty are. I think the president and her entire executive staff are supportive and communicate regularly with staff senate.

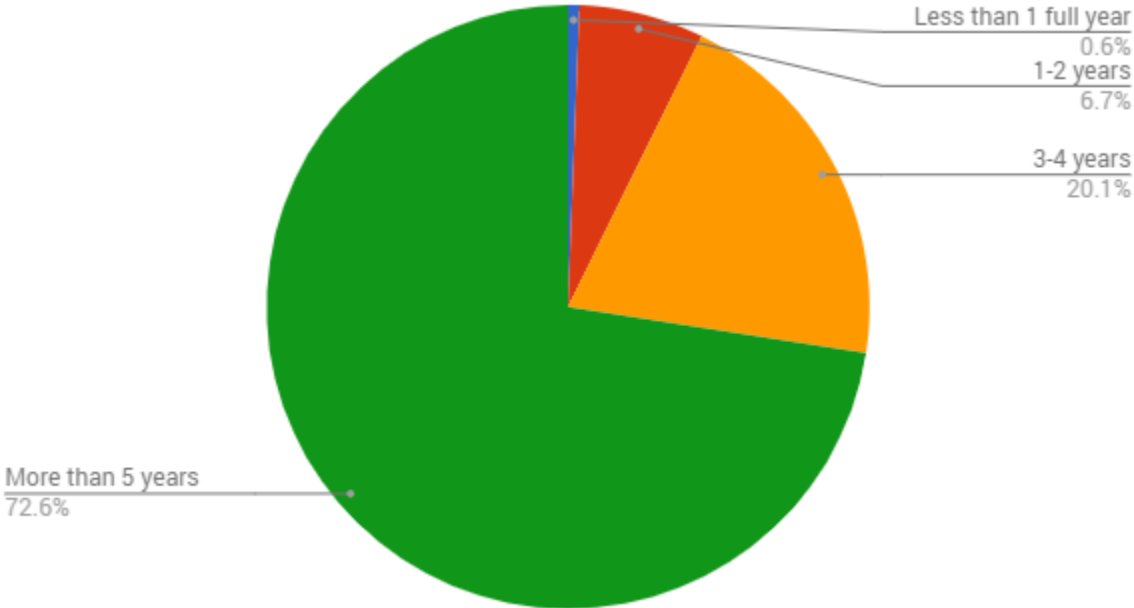
CUSS Shared Governance Survey 2017-2018

Towson University (TU) Report

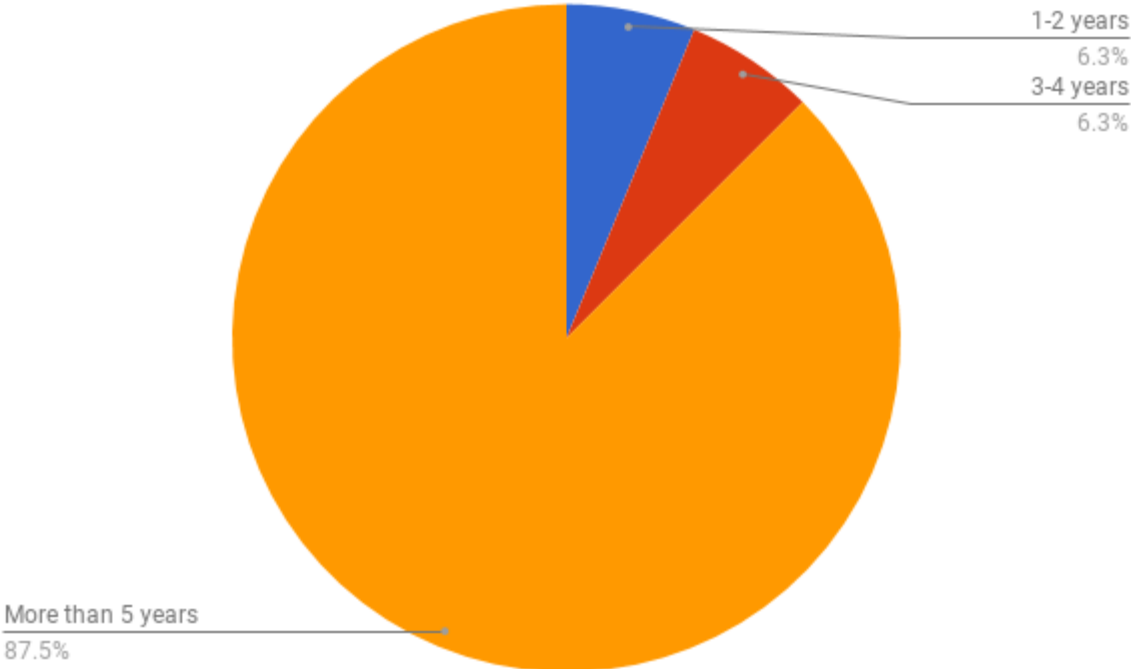
Total Participants: 16

Length of service at institution

Overall USM data:

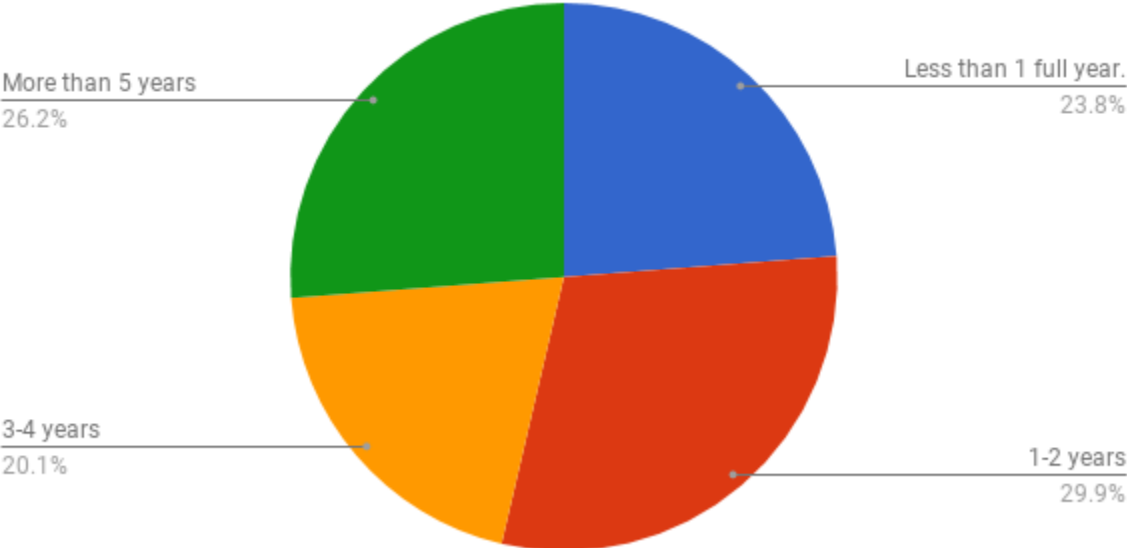


TU Institutional Data:

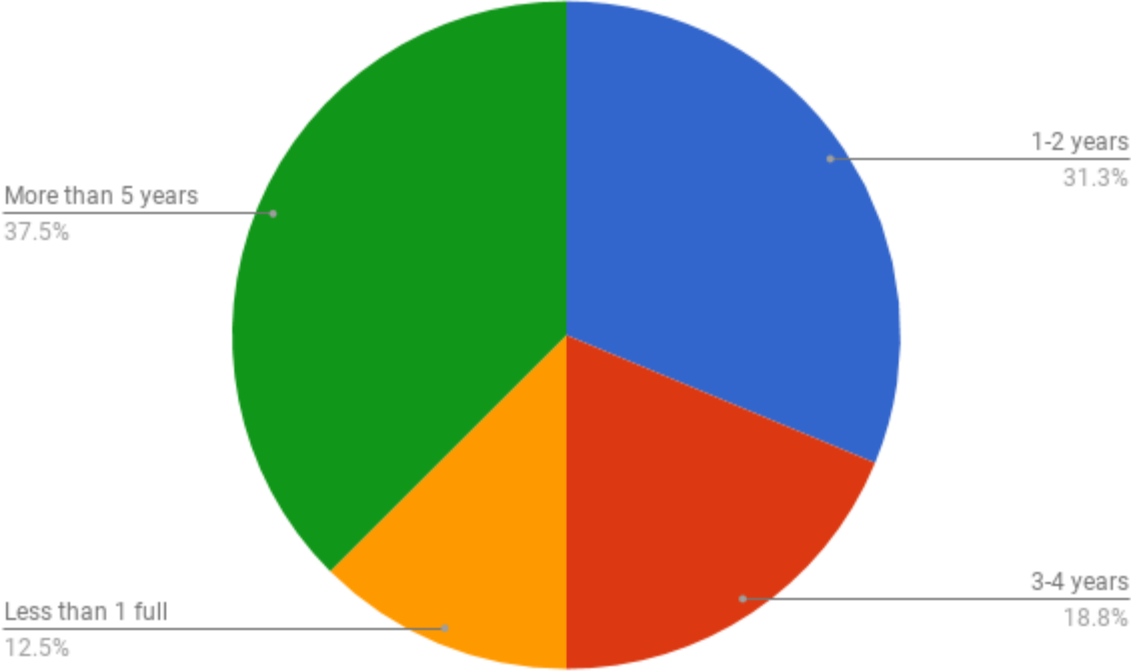


Length of involvement in staff Shared Governance

Overall USM data:



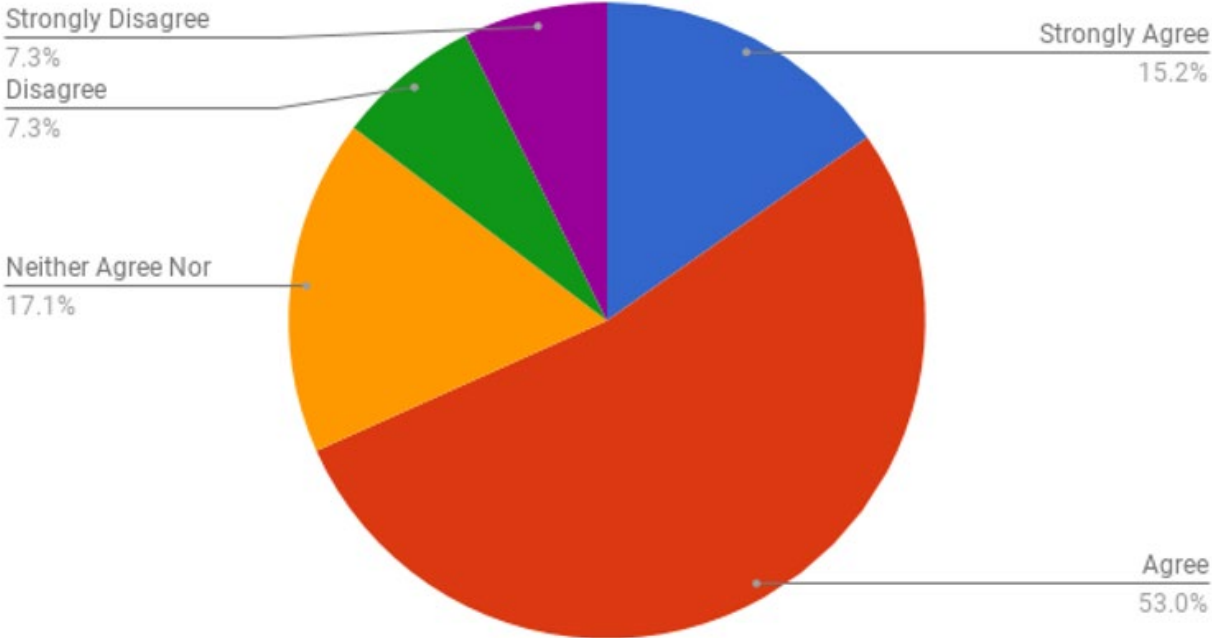
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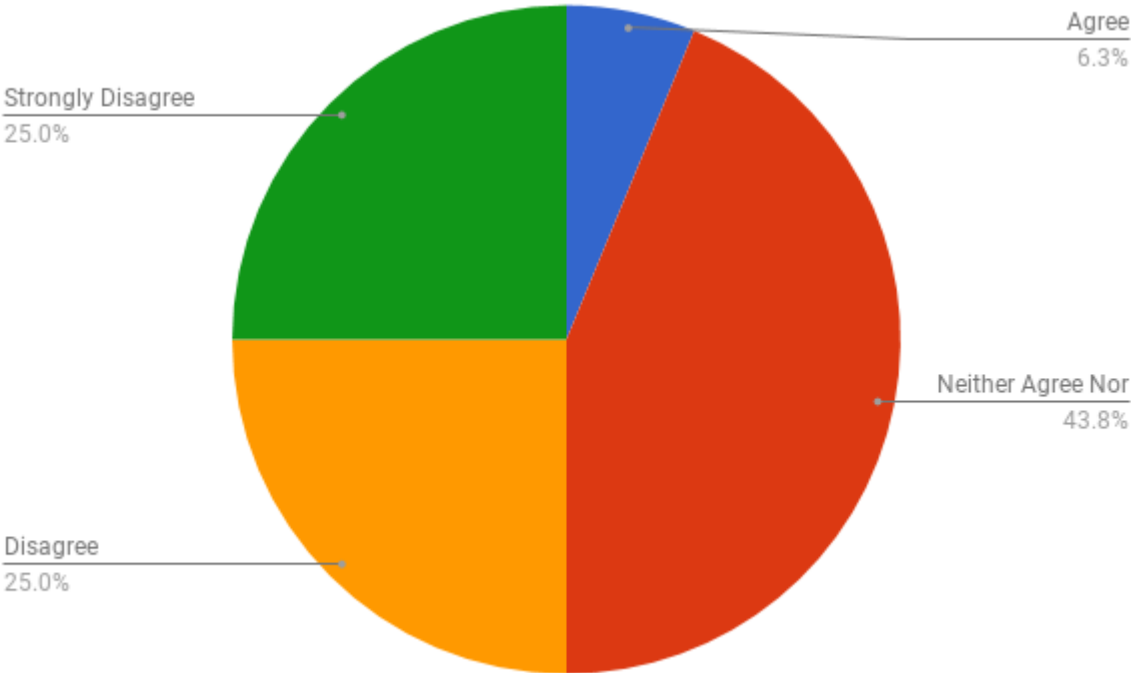
Climate for Governance

89. Shared governance on our campus is alive and healthy.

Overall USM data:



TU Institutional Data:



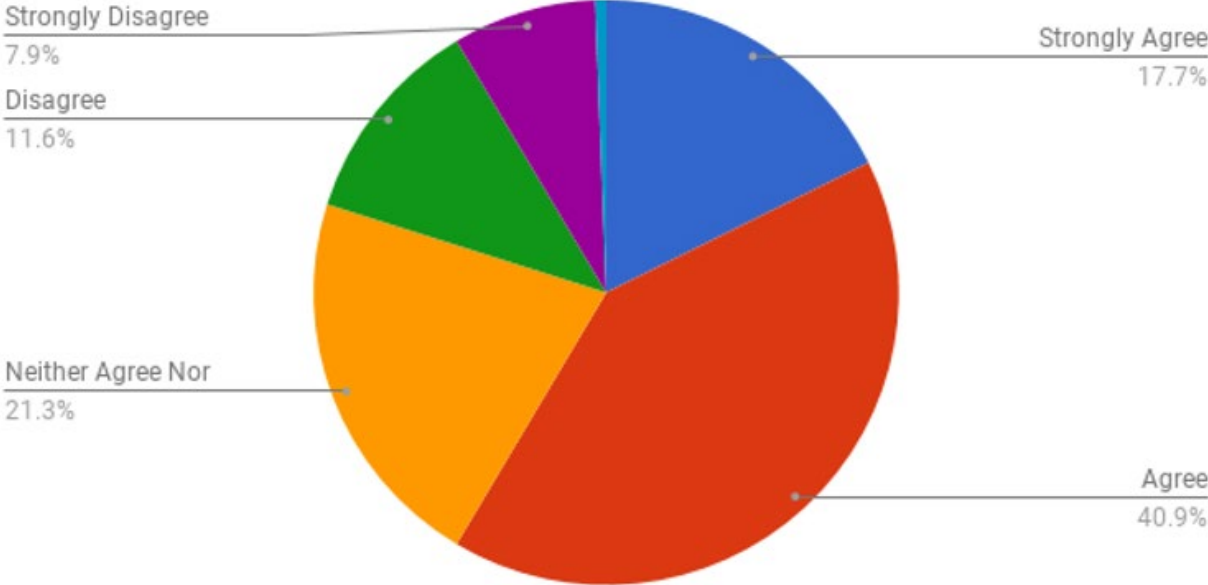
Survey comments on “Climate for Governance”:

- Currently restructuring to be more inclusive of all areas
- Staff takes a third seat behind 1) Students, then 2) Faculty.
- Staff have not traditionally paid much roll in shared governance, we would like more.
- We are in a rebuilding phase.
- I believe the staff council is beginning to find its voice on campus. In order to gain traction with staff not apart of the council, the group will need to illustrate successful examples of shared governance on campus.
- Staff are overlooked. Faculty and students have all the power with the administration.
- I feel the faculty consider themselves as the decision makers alone.
- Faculty has the most power right now followed closely by students. The staff's voice is not very strong on campus.
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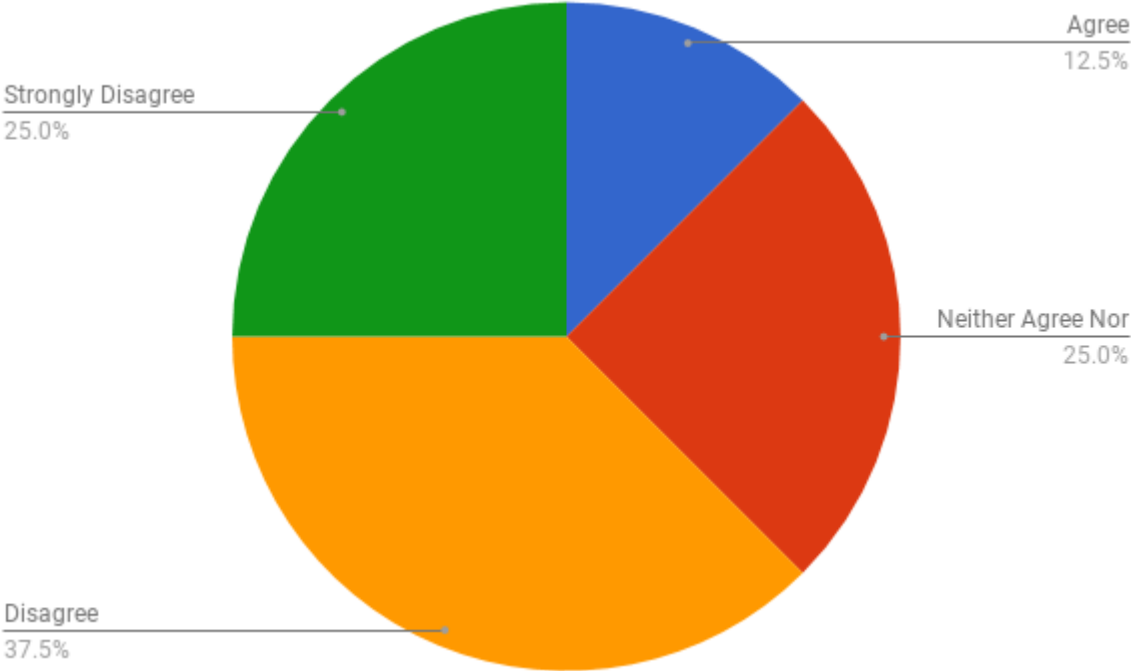
Institutional Communications

90. There is excellent communication and consultation between the administration and the staff and senate leaderships.

Overall USM data:

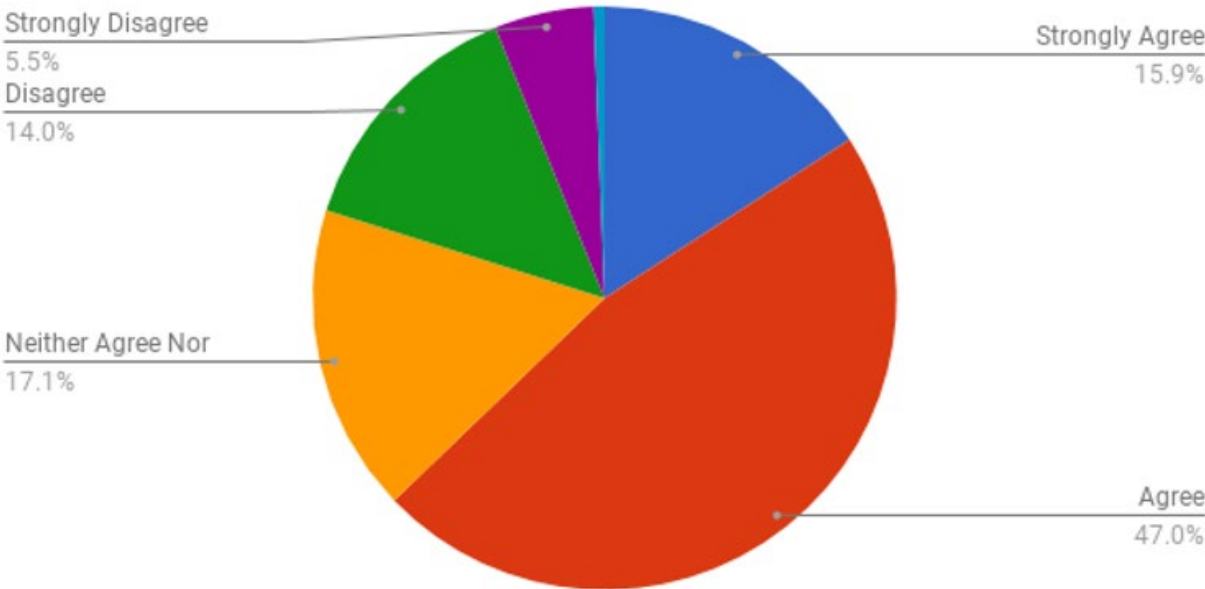


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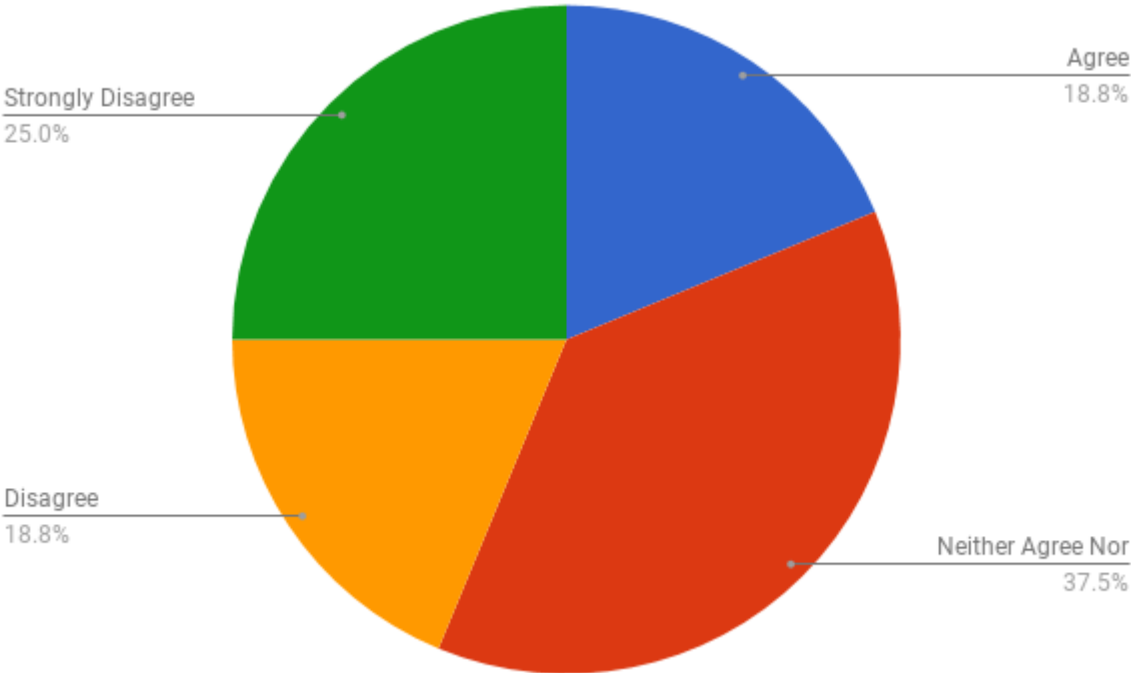


91. Staff can openly communicate governance issues with cabinet/upper management.

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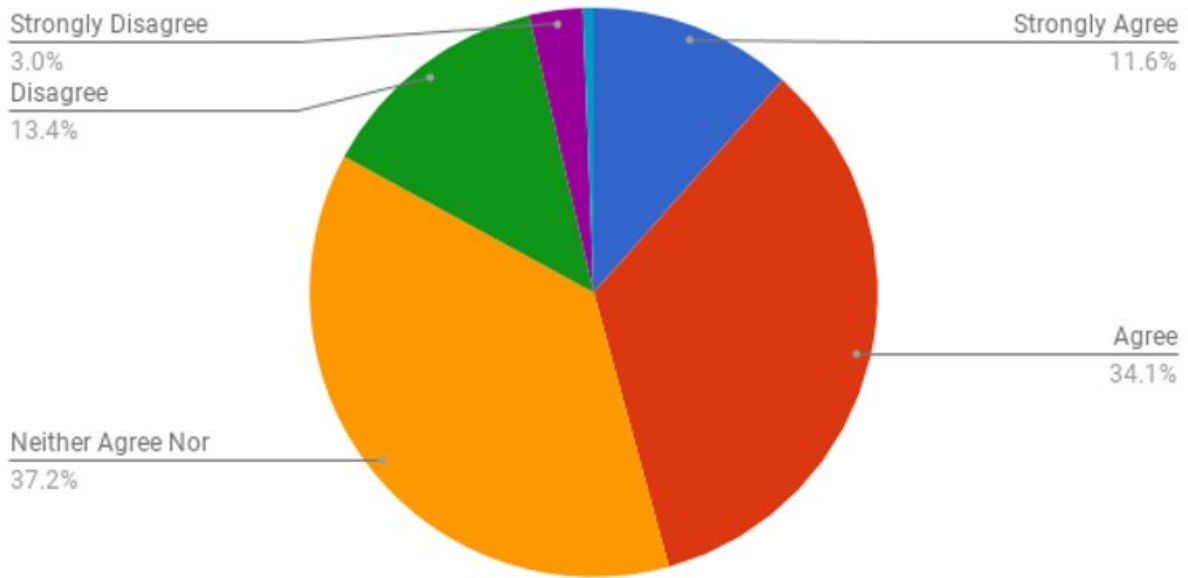


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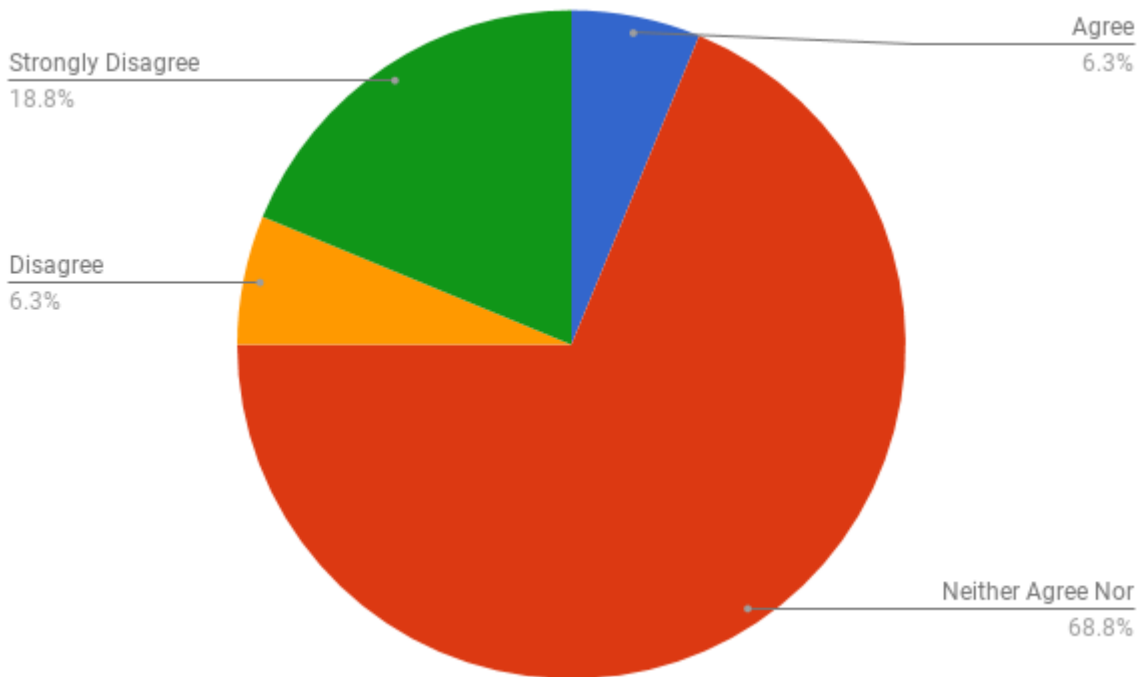


92. Feedback is presented in a timely manner, be it positive or negative.

Overall USM data:



TU Institutional Data:



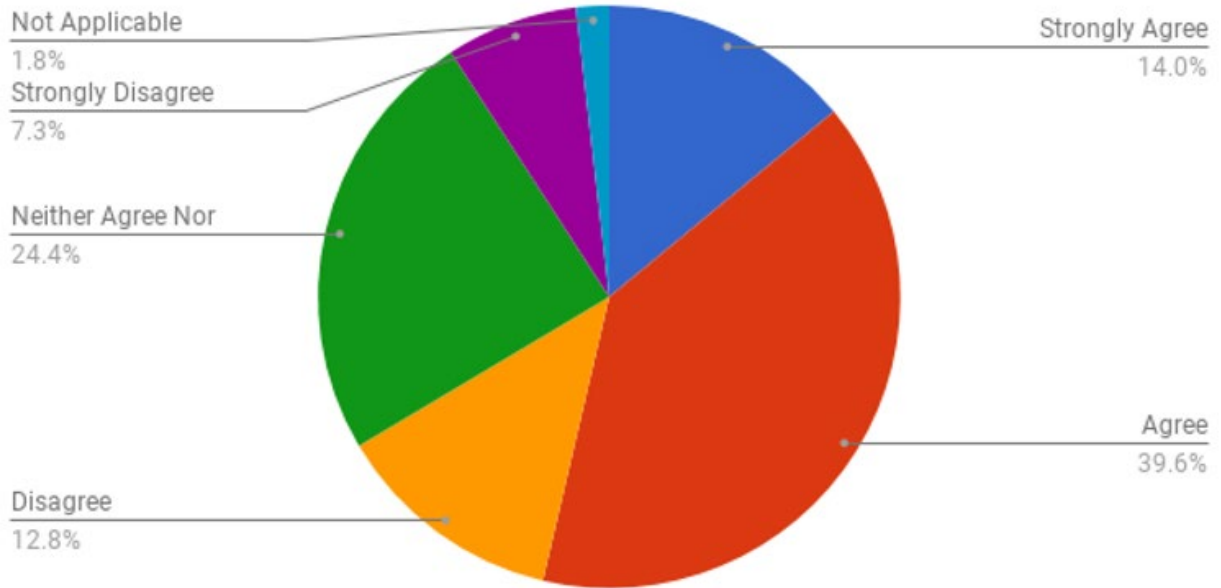
Survey comments on “Institutional Communication”:

- There cannot be feedback if the target audience is not engaged. TU's University Senate was strongly viewed as the faculty senate until late 2017. TU Leadership does not meet with staff on a regular basis as they do with faculty. In fact, when the current president held Town Hall meetings upon her arrival, all but one were for staff and that one was only because it housed Auxiliary Services personnel. The others, though they were for the colleges, were made up of Faculty and all questions asked and answered pertained to faculty issues; graduate assistantships, research, and support for faculty...that did not include the staff.
- Staff is usually told policy after it is made
- Never receive feedback on any presented material. Just this past month it seems that the president is meeting with staff.
- Communication in this University between departments, divisions, etc .lacks very much. This is a big problem and I think one that keeps the three councils divided.

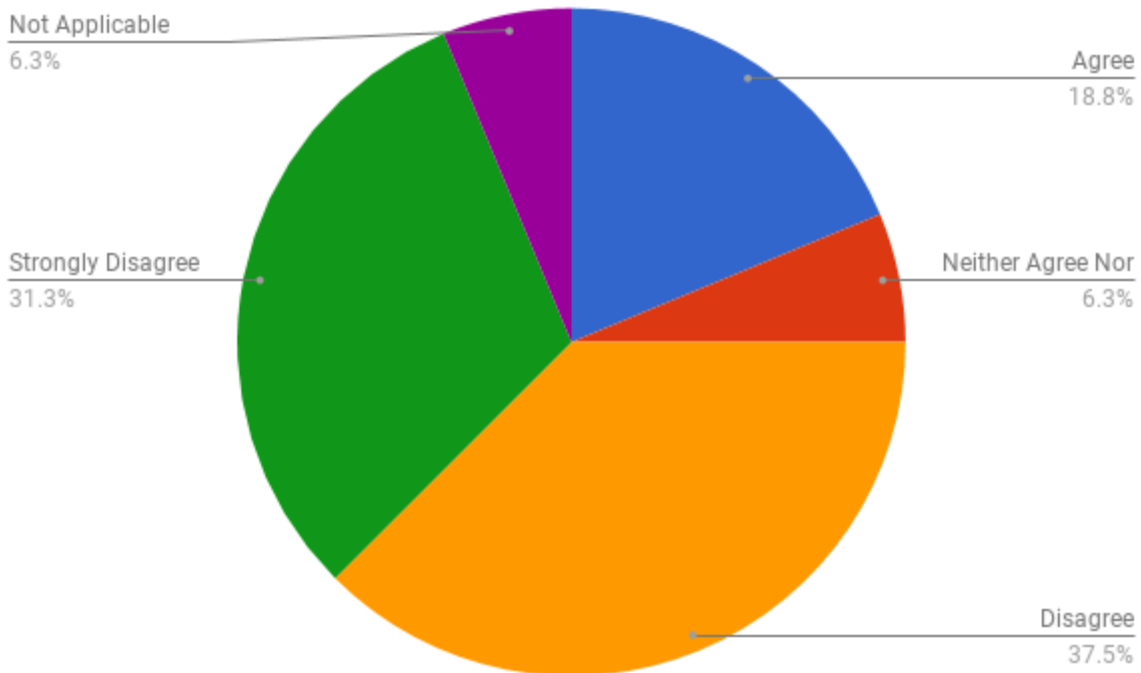
Senate's Role

93. The staff senate plays an important role in providing academic and administrative functions at the university.

Overall USM data:

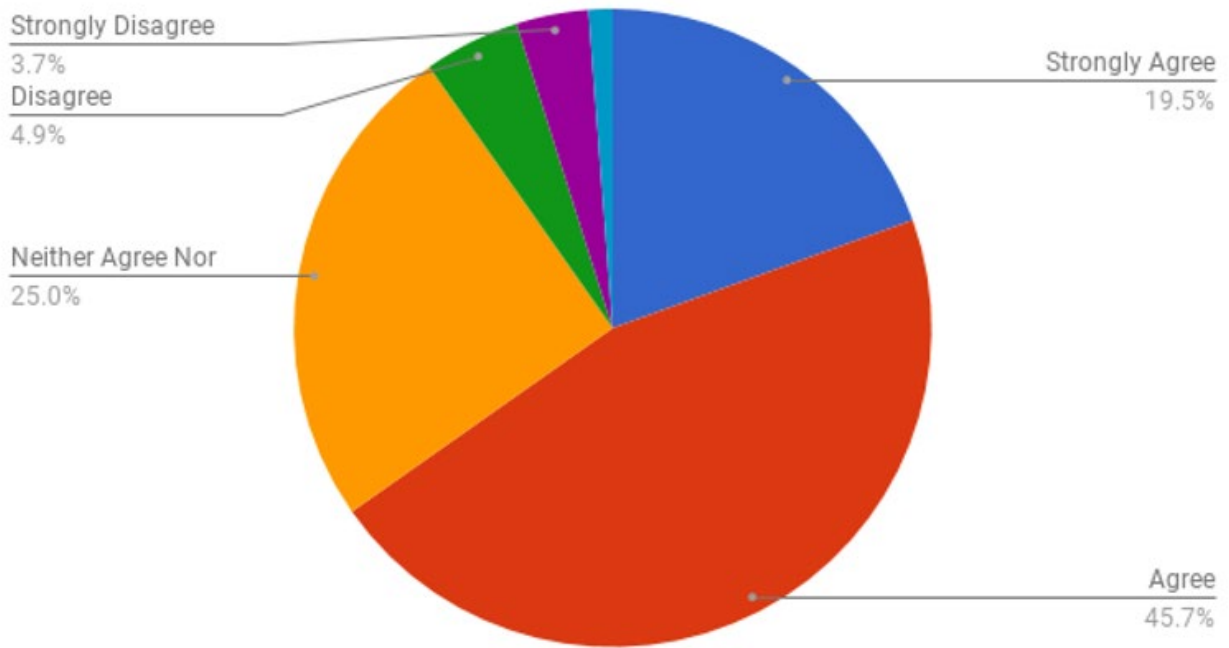


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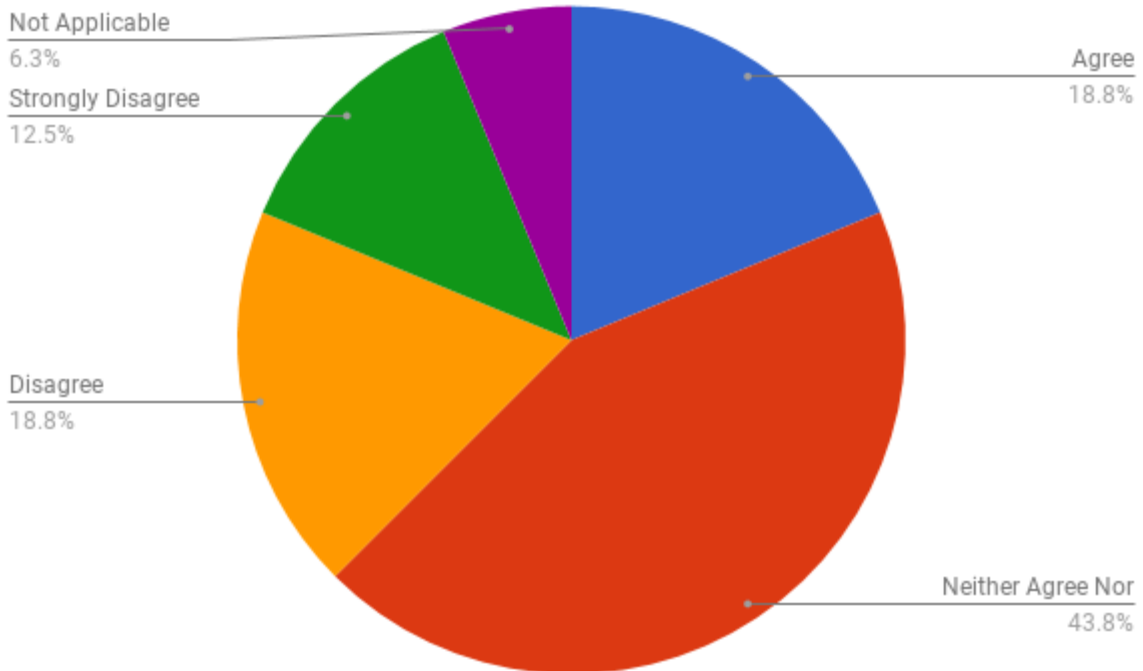


94. Your role with staff senate is valued.

Overall USM data:



TU Institutional Data:



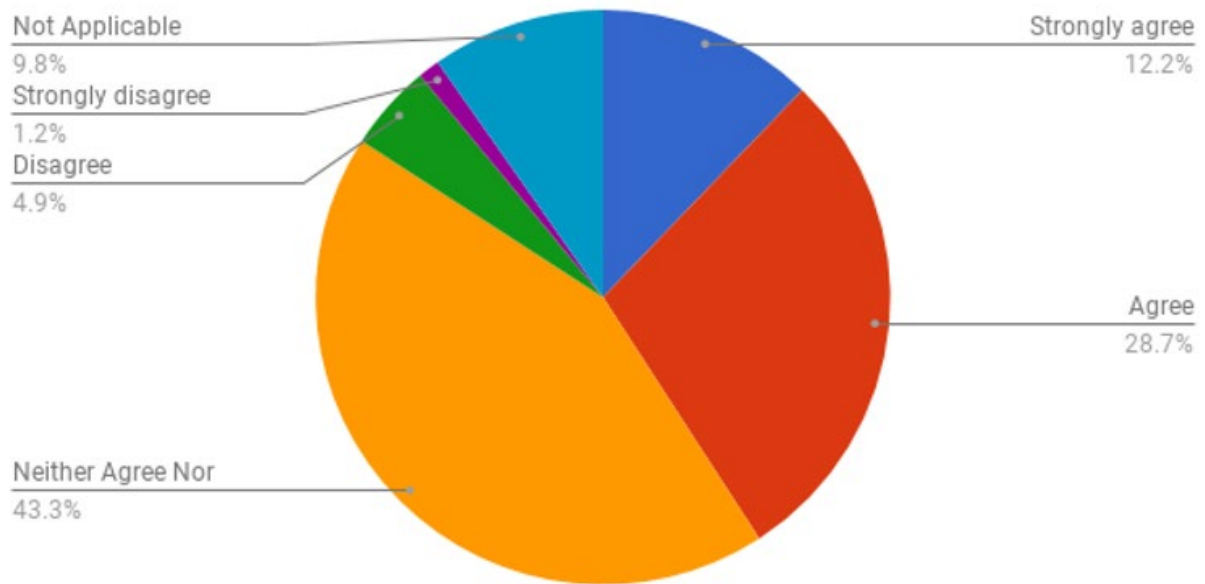
Survey comments on “Senates Role”:

- TU doesn't have a staff senate...just a staff council that is not attended by TU Leadership.
- New president did not meet with staff council on a regular basis until last month. It seems staff is now meeting once a month with president.
- The staff on this campus are not valued. We are at the bottom of the ladder. All focus is put on faculty and students and it seems like staff is always an after thought.

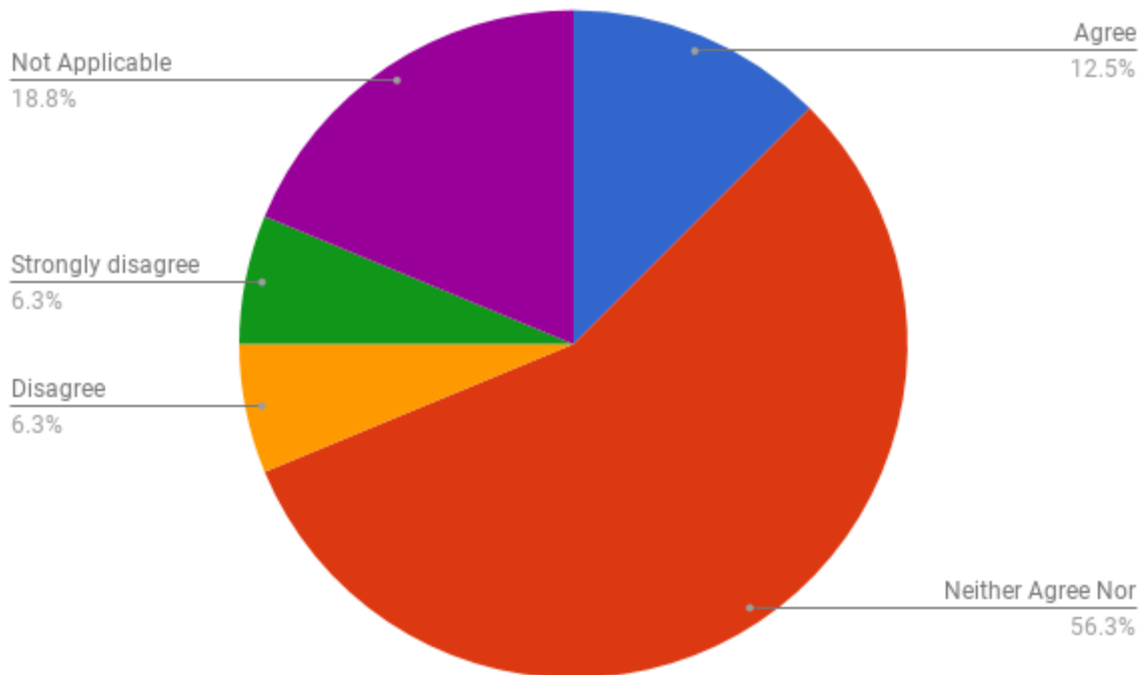
The President's Role

95. Other than on rare occasions, the president seldom overturns staff decisions and recommendations.

Overall USM data:

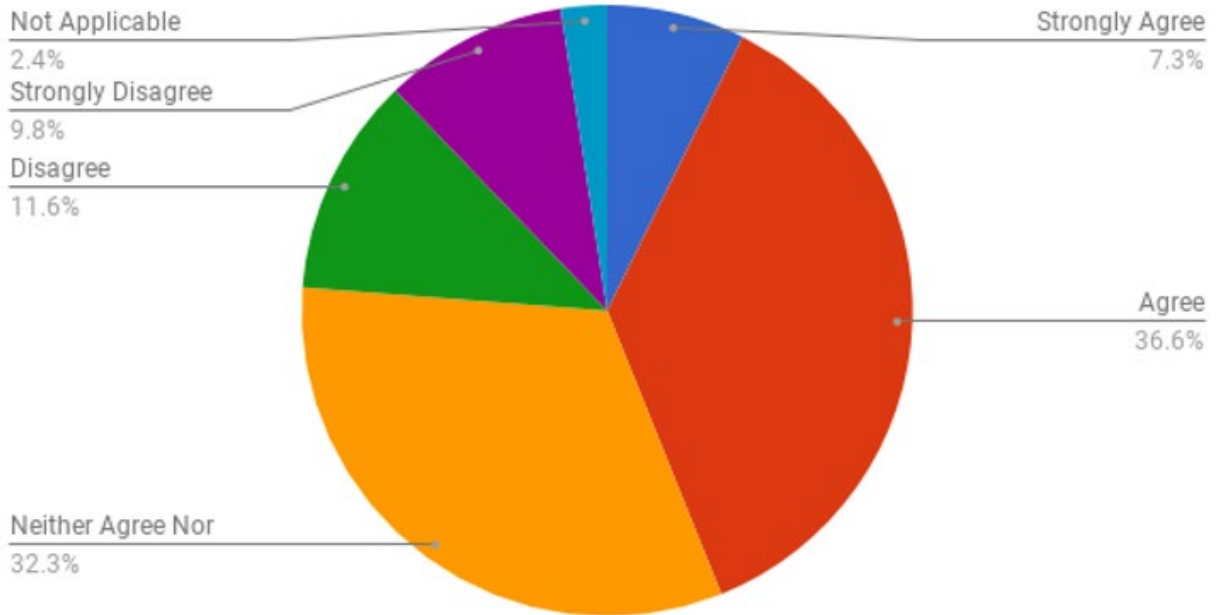


TU Institutional Data:

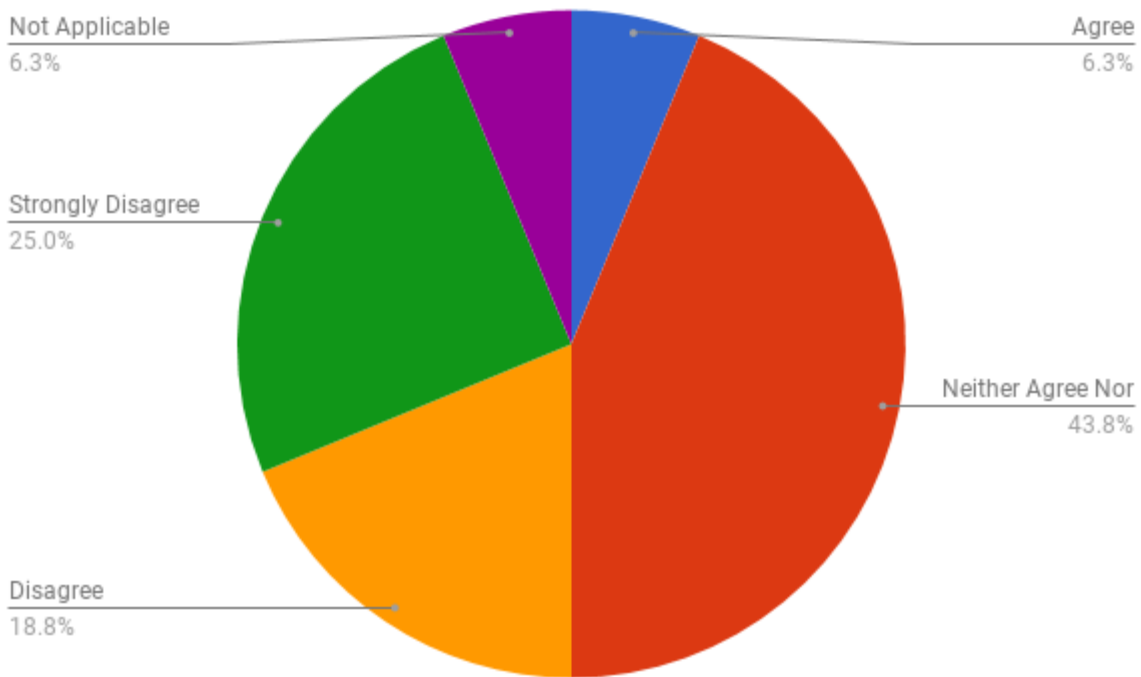


96. The president seeks meaningful staff input on those issues (such as budgeting) in which the staff has an appropriate interest but not primary responsibility.

Overall USM data:

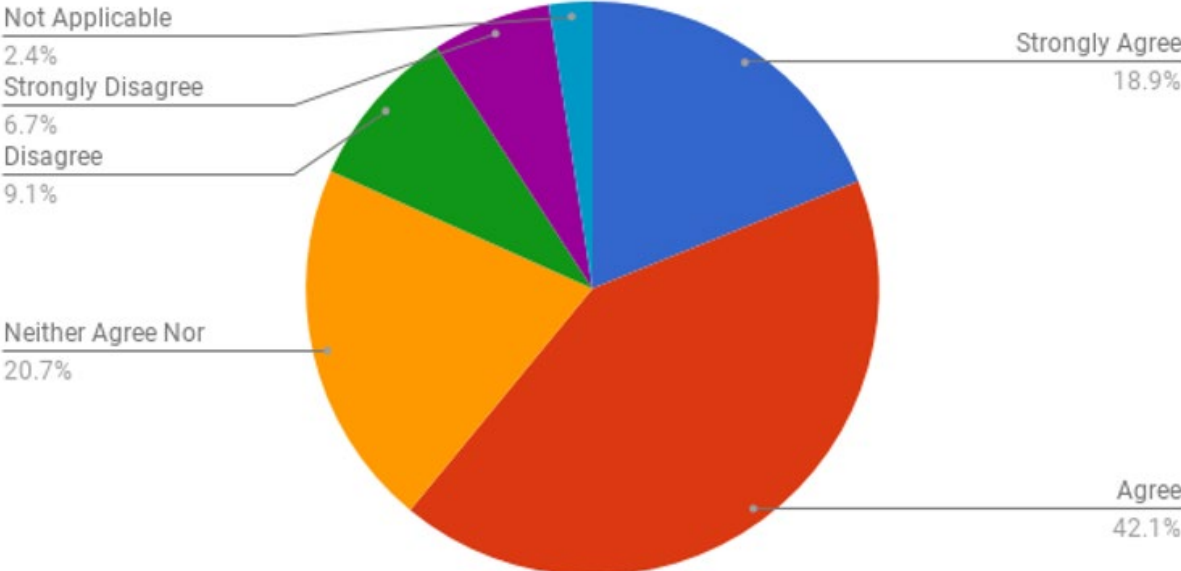


TU Institutional Data:

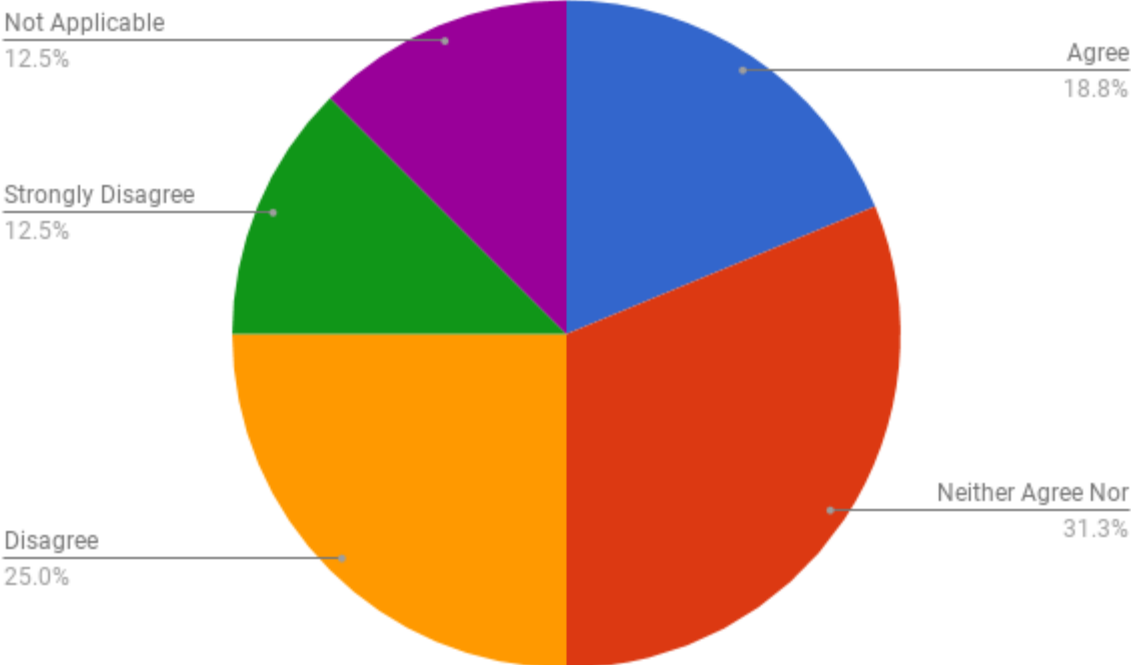


97. The president is transparent in communicating decisions, changes and recommendations.

Overall USM data:

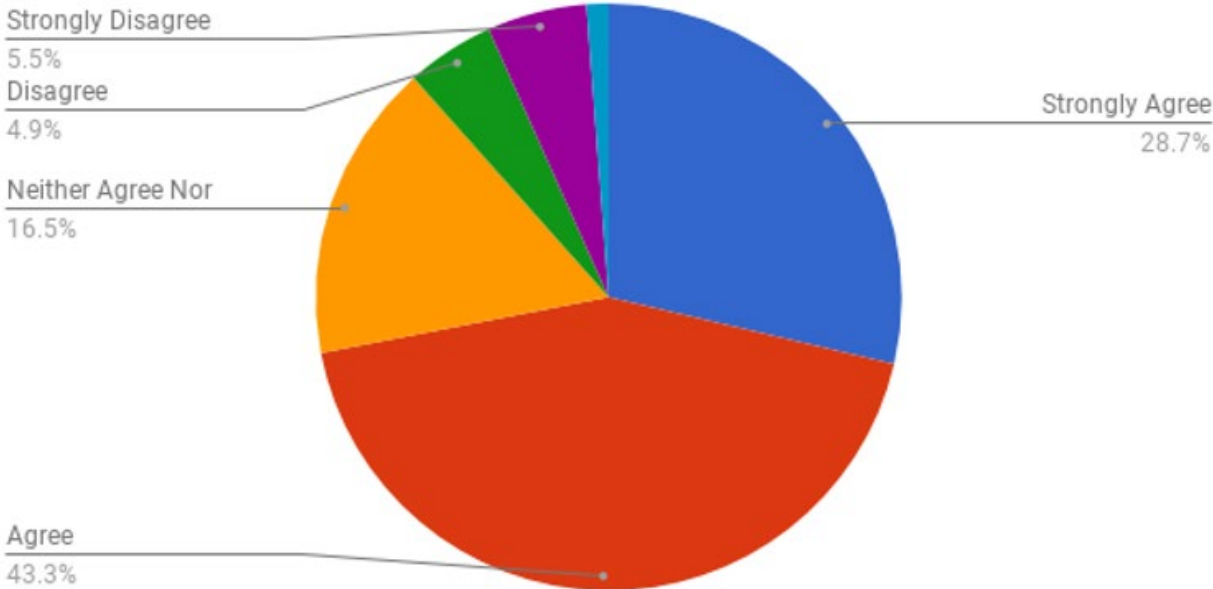


TU Institutional Data:

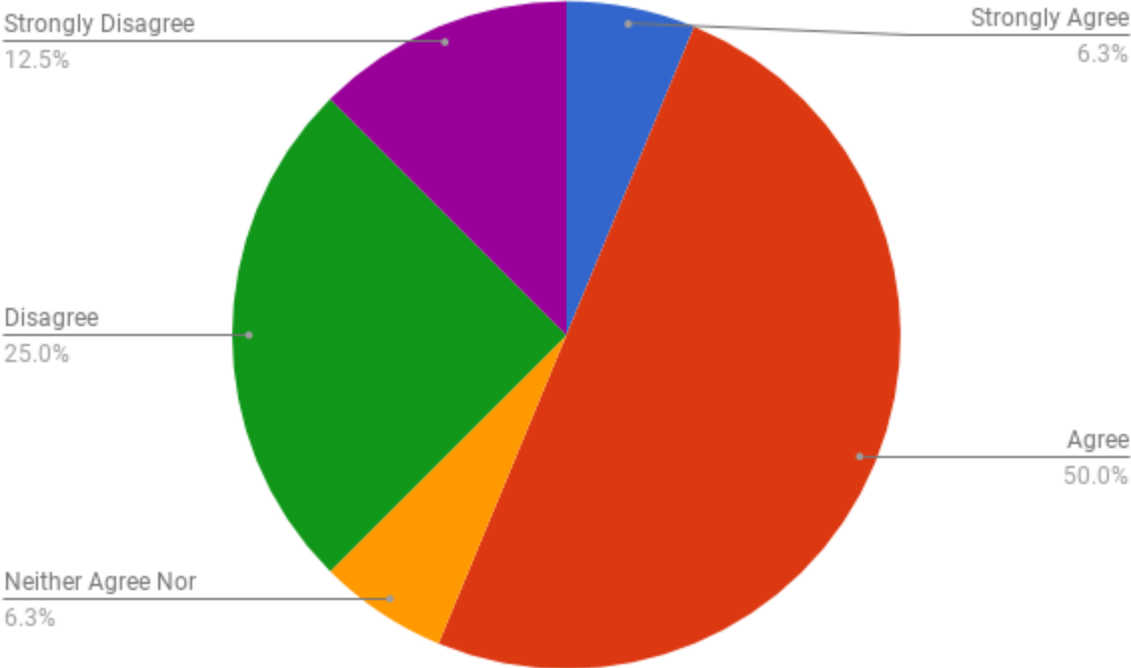


98. The president supports and advocates the principles of shared governance within colleges, divisions, and departments.

Overall USM data:

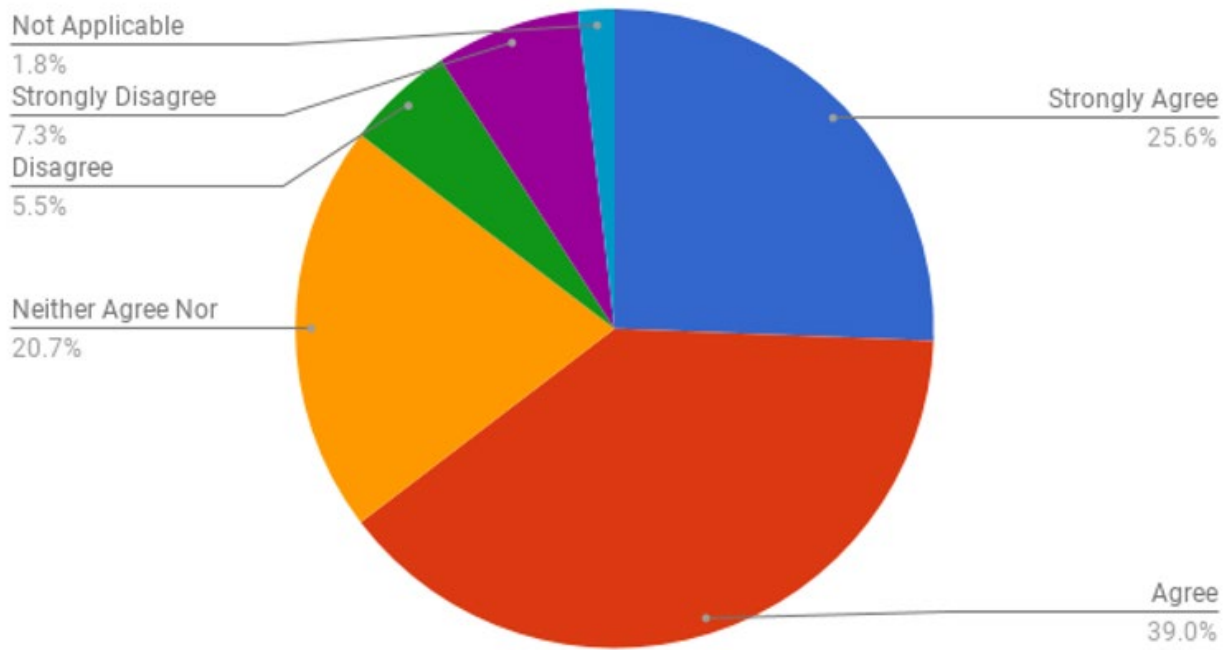


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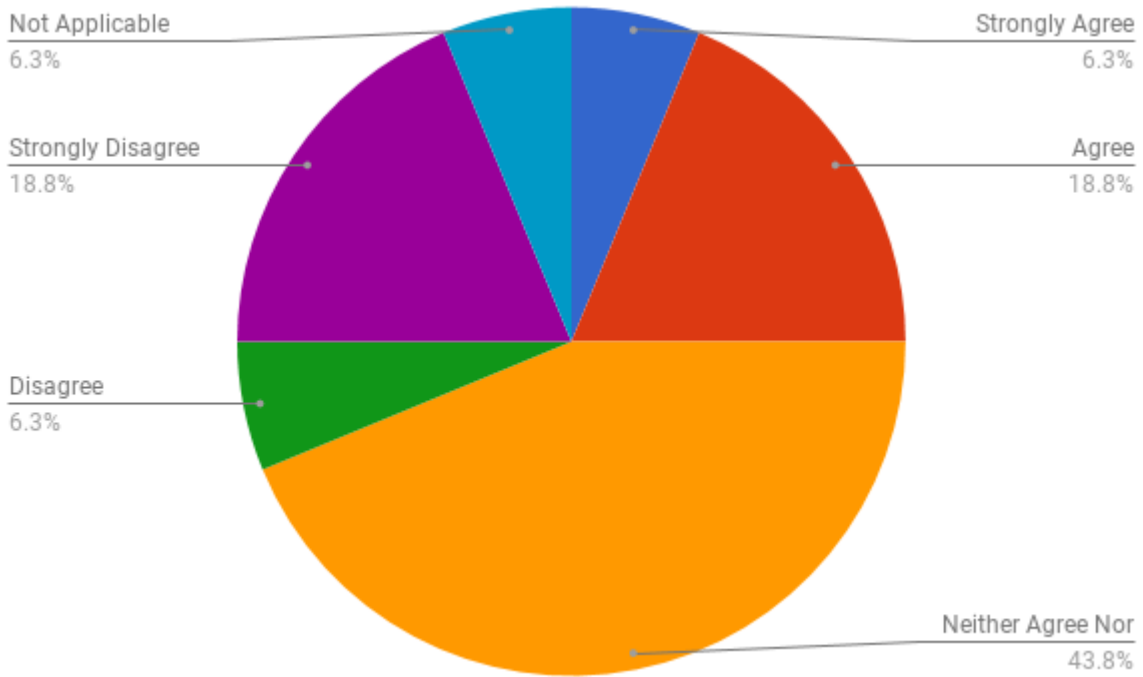


99. There is open communication with staff senate.

Overall USM data:



TU Institutional Data:



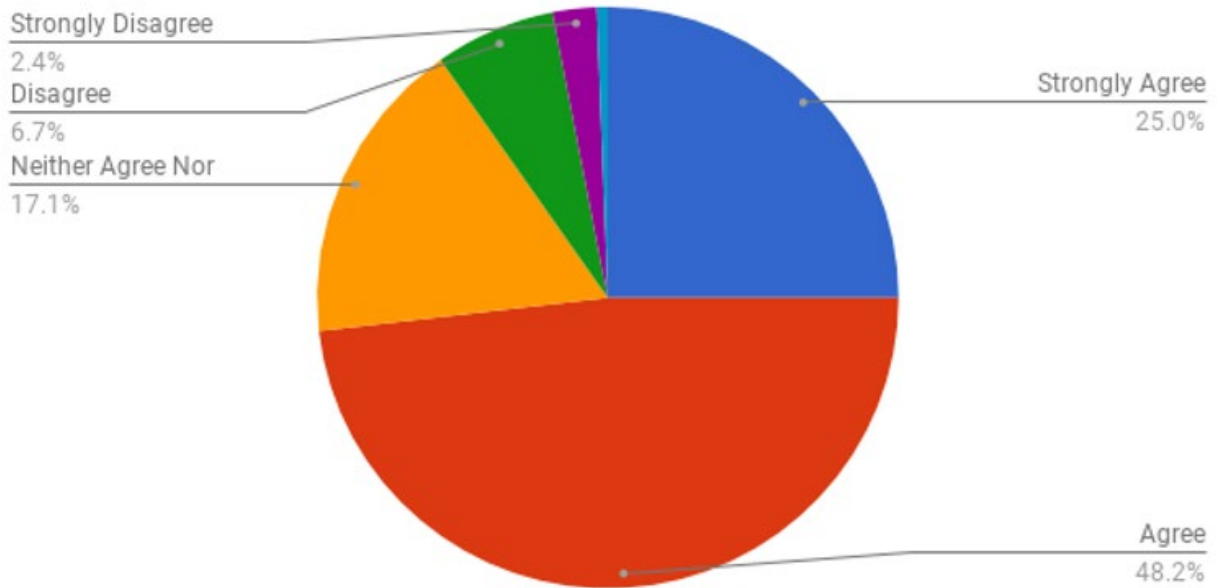
Survey comments on “The President’s Role”:

- The president has shown that she supports and advocates the principles of shared governance based on her actions with the Faculty Senate. The agreement to question 10 is only because the question wasn't completely specific to a staff senate.
- Decisions are handed down, little input is requested from staff
- We don't make real recommendations or provide input on meaningful issues such as the budget to the president. I don't think the issue is that she is not receptive to the idea, but based on the fact that the staff council has not in the recent past worked as a contributor in a meaningful way on any topic that would result in us making such recommendations.
- We have only 1 vote on the senate even though there are more staff than faculty
- Our President is the one who wants us to change how our shared governance works on campus. So I am hoping once the change is made, we will be able to answer the questions above as strongly agree.

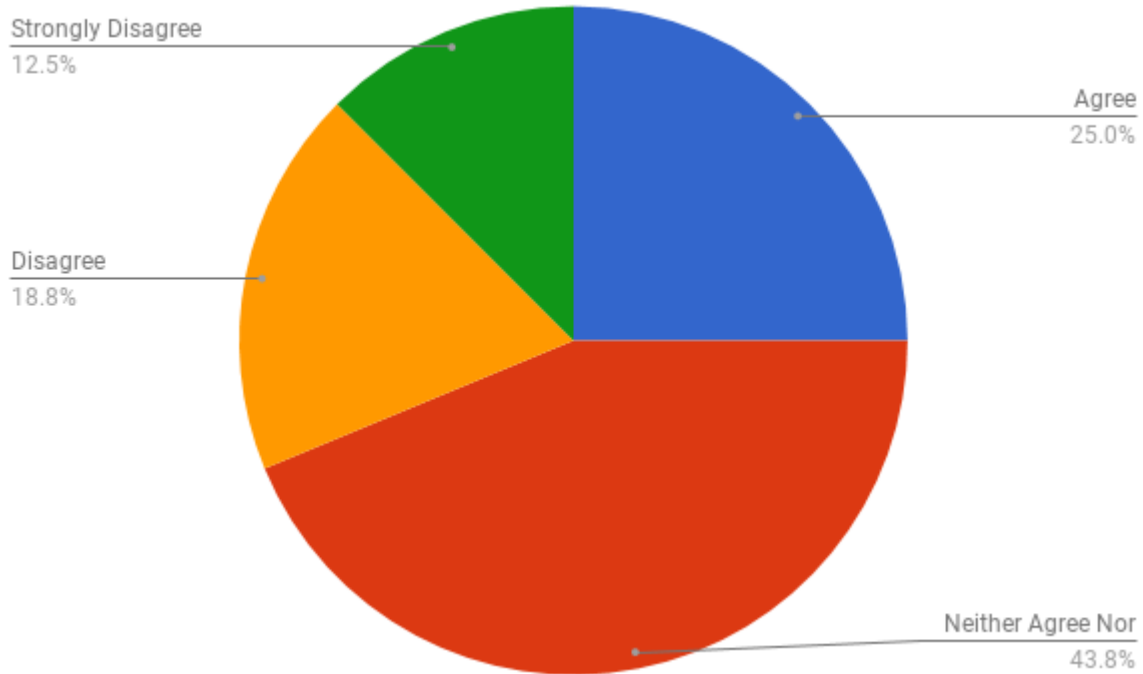
The Staff's Role

100. The administration is supportive of staff involvement in shared governance.

Overall USM data:

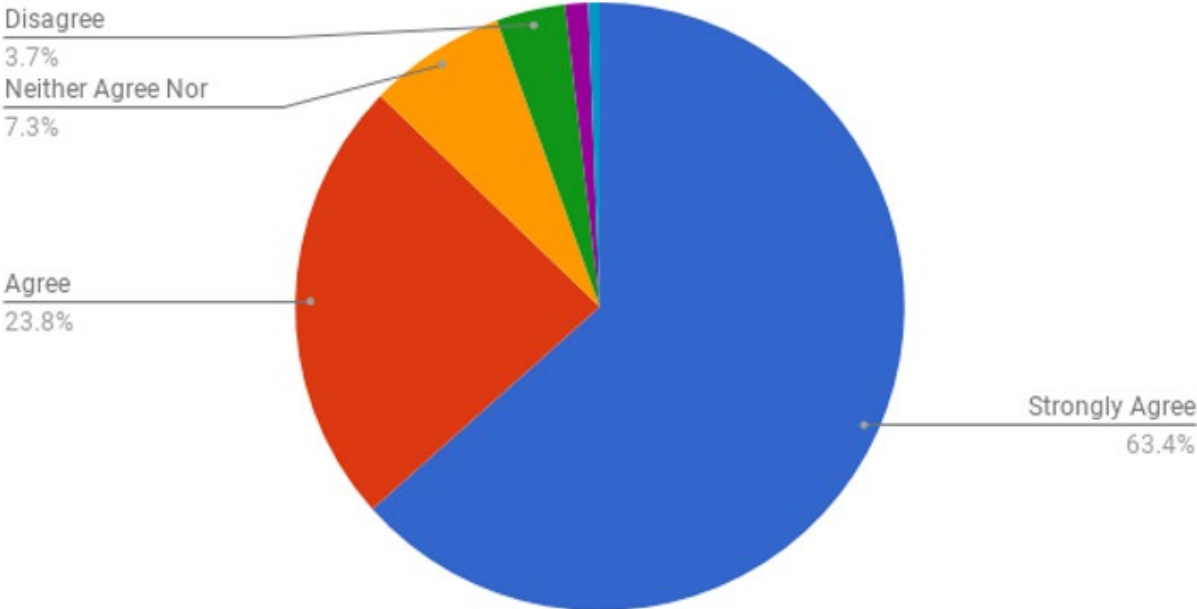


TU Institutional Data:

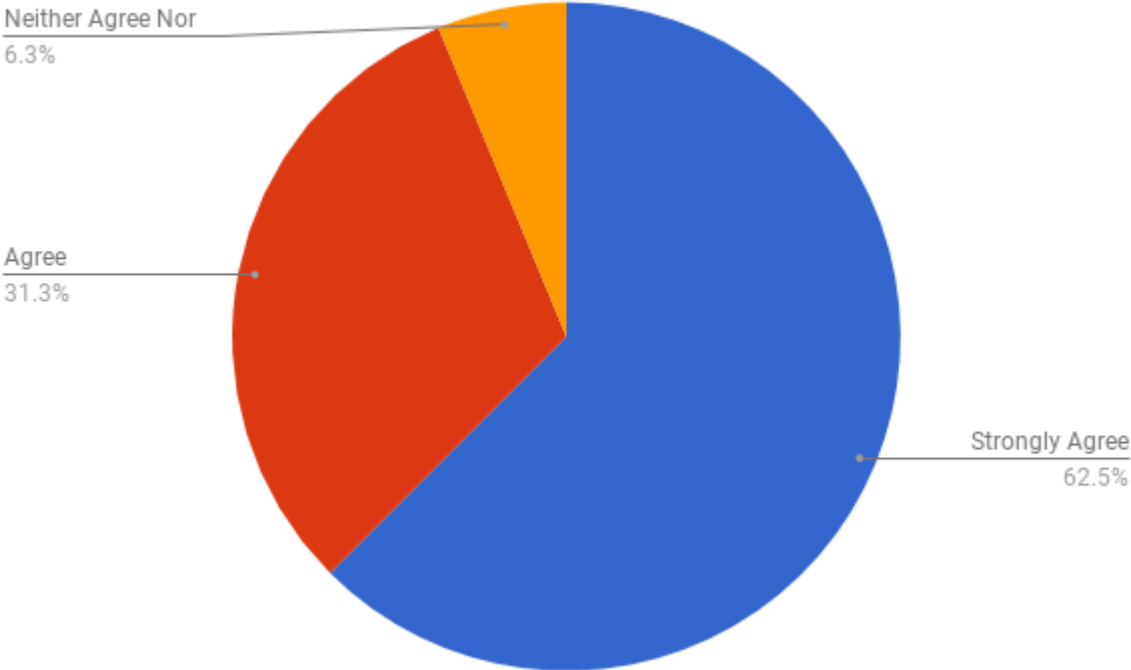


101. My immediate supervisor is supportive of my involvement in shared governance when I need to attend a related event or meeting during work hours.

Overall USM data:



TU Institutional Data:



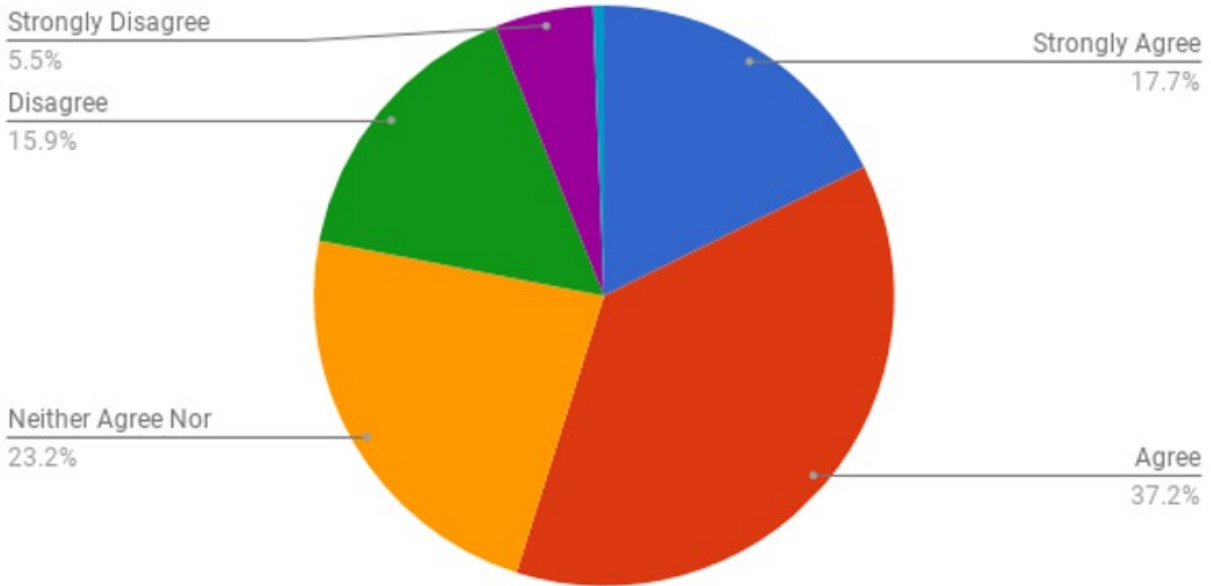
Survey comments on “The Staff’s Role”:

- TU's University Senate is working on reorganization to be able to include staff in its meetings and working on creating a faculty senate. It appears that TU administration is supporting this action.
- Not all supervisors are supportive, they view it like its a hobby for staff
- Some staff do not receive the support of their supervisors or above to participate in shared governance.
- Administration says they support staff but there is no action.

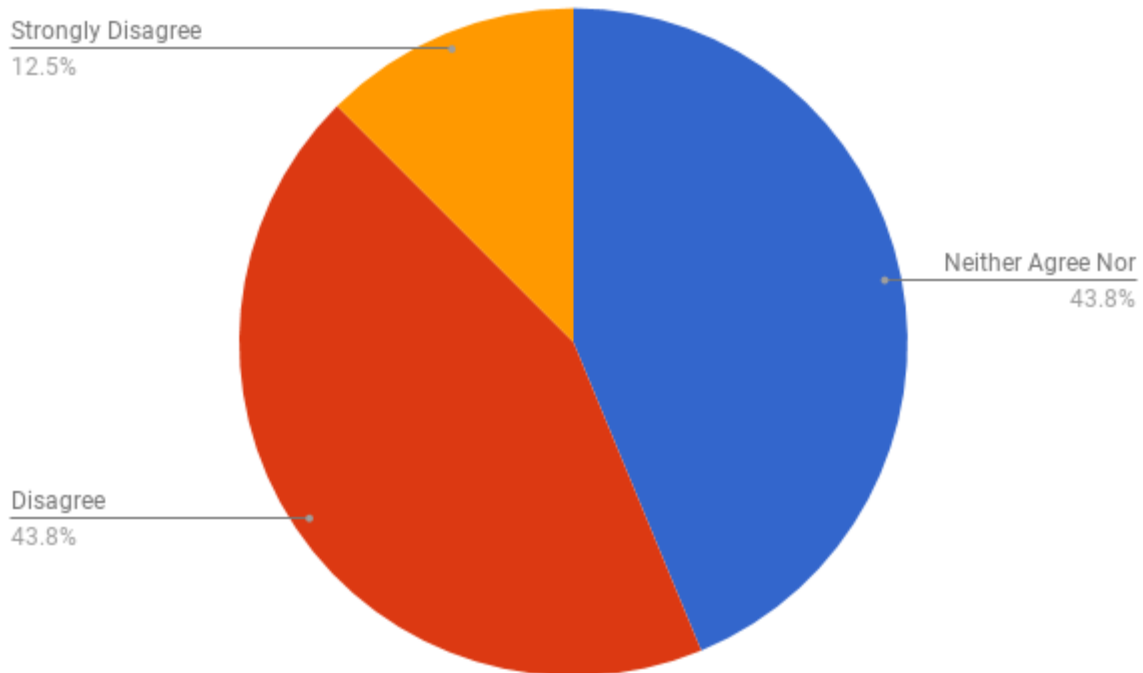
Joint Decision-Making

102. The administration utilizes staff involvement in the area of planning and strategic planning.

Overall USM data:

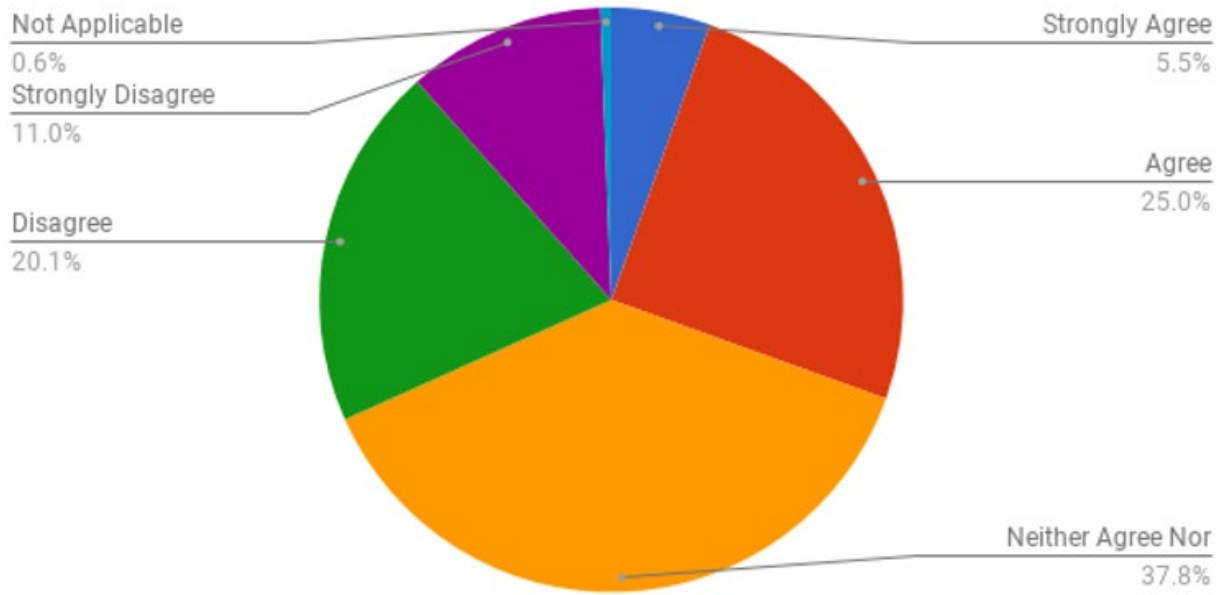


TU Institutional Data:

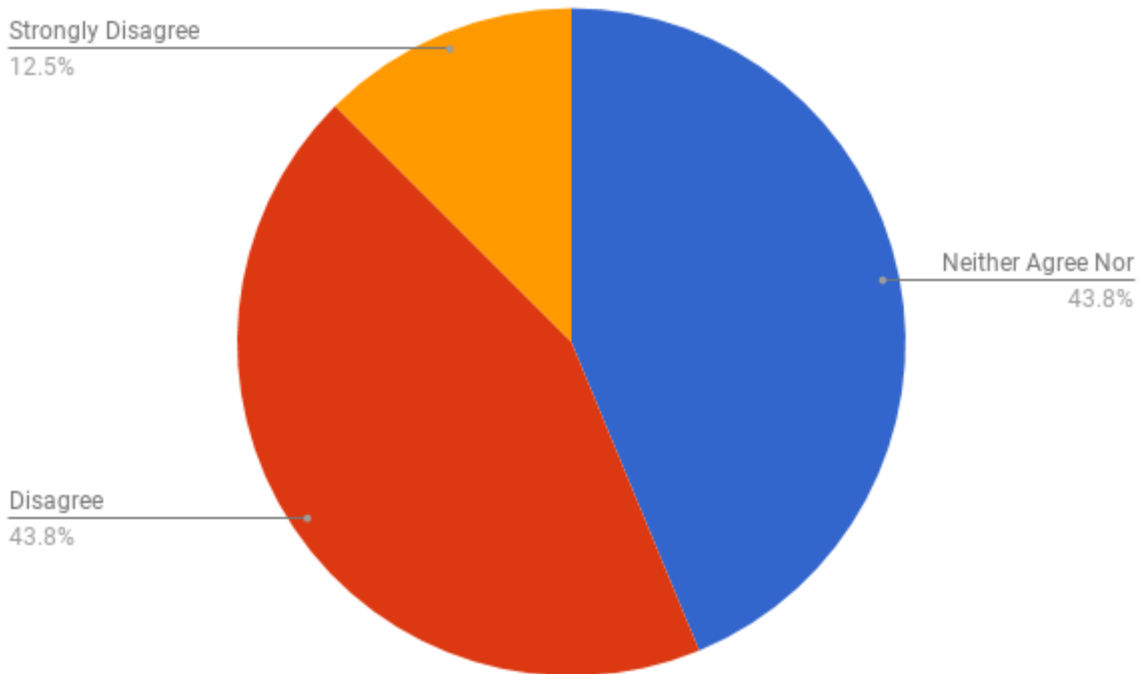


103. The administration recognizes staff involvement in budgeting and fiscal resource planning.

Overall USM data:

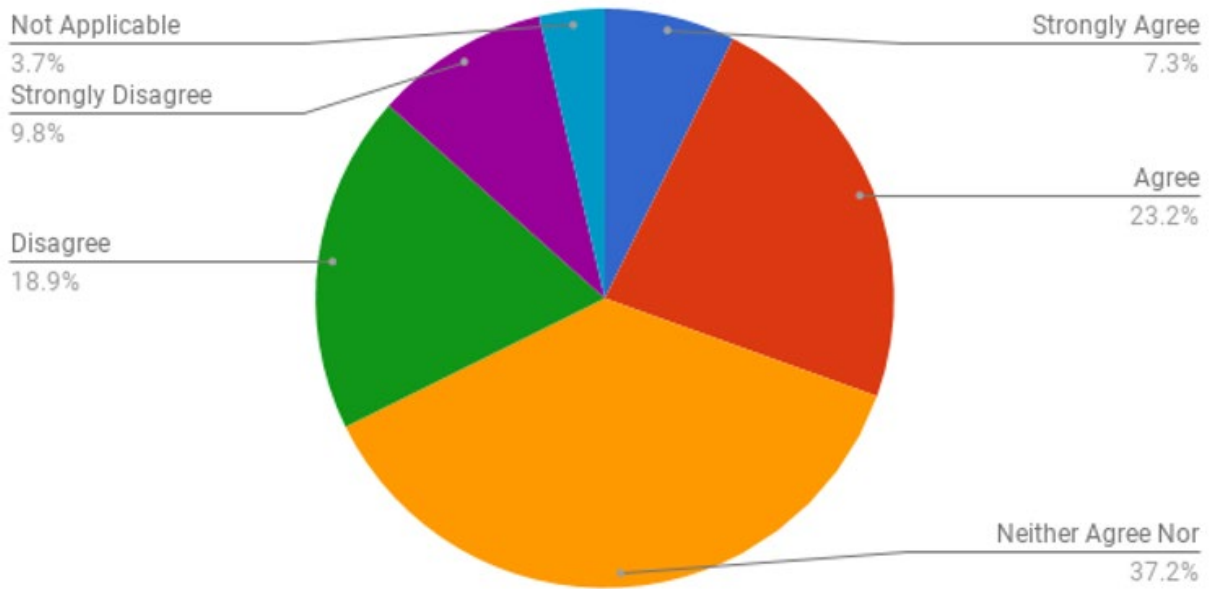


TU Institutional Data:

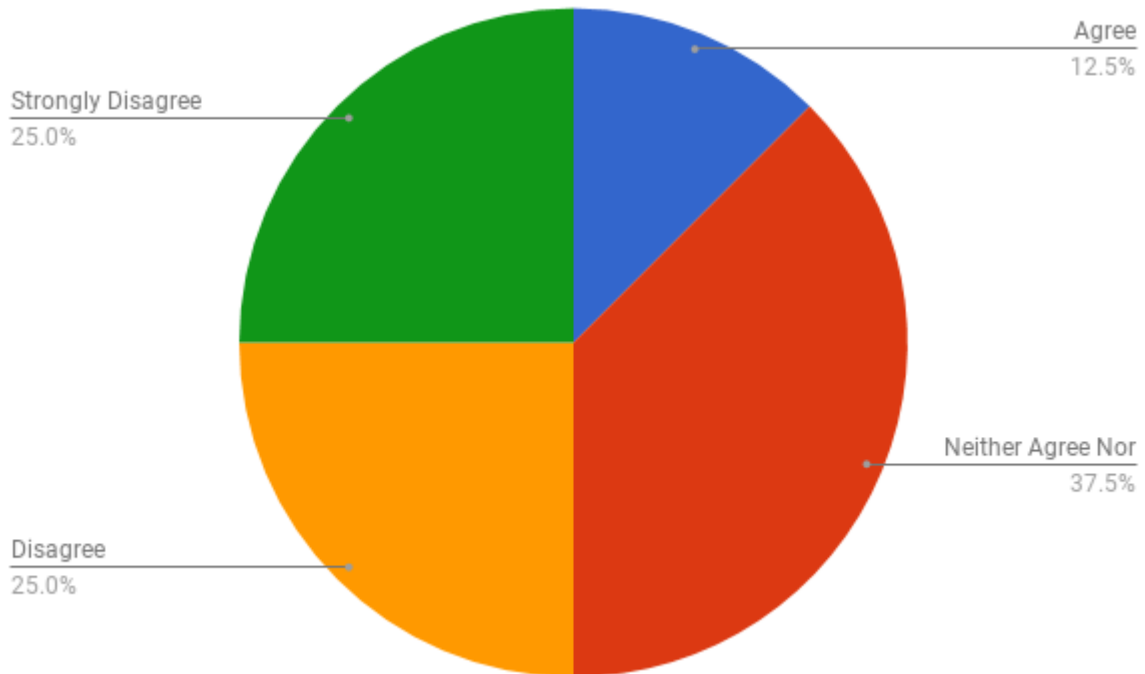


104. The administration recognizes staff involvement in academic affairs and program development.

Overall USM data:

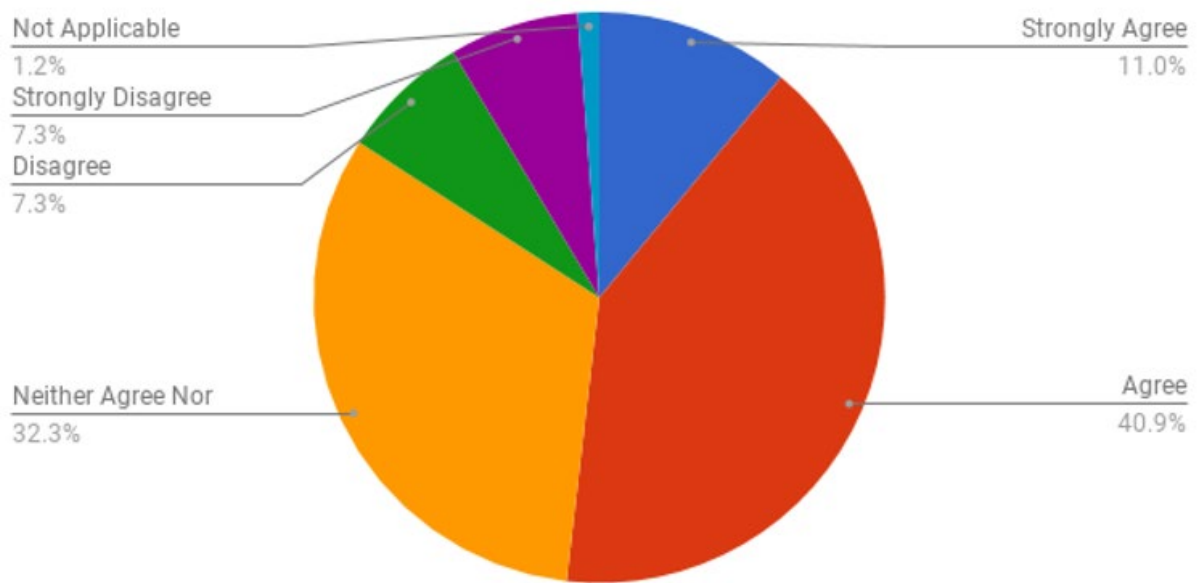


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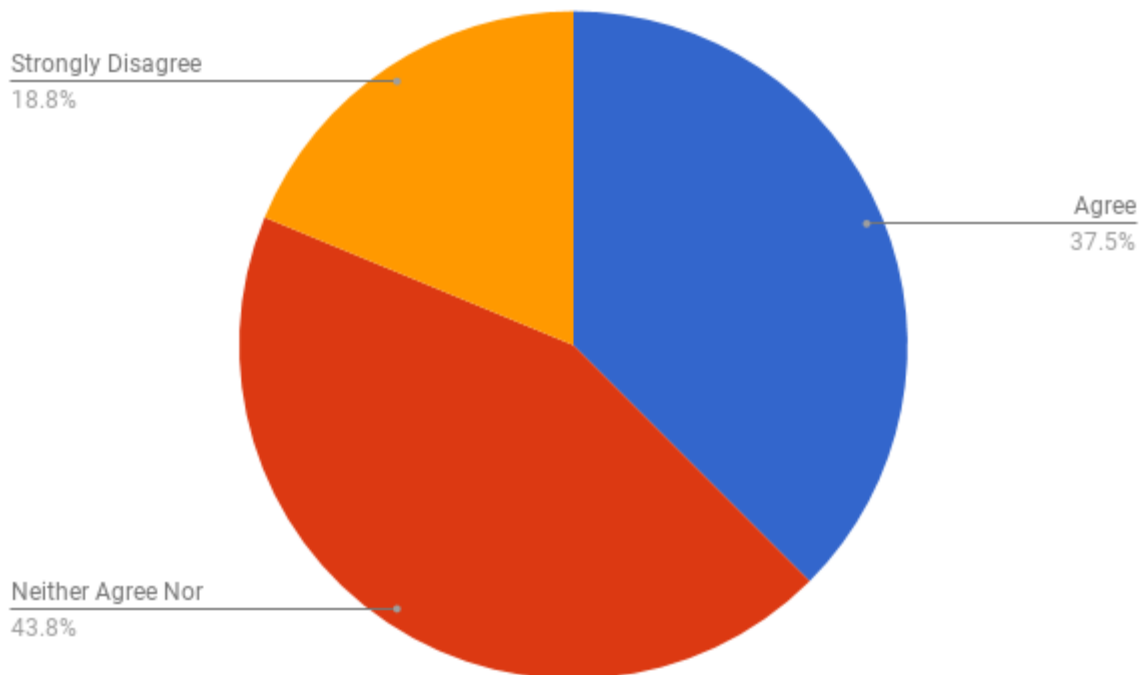


105. The administration supports staff involvement in staff selection and hiring.

Overall USM data:

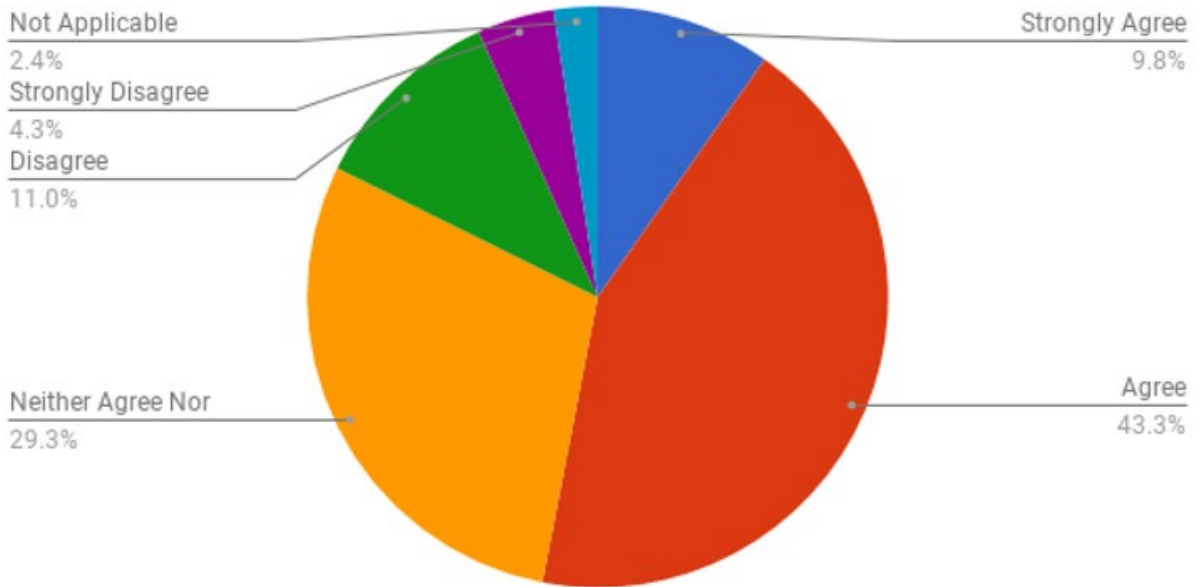


TU Institutional Data:

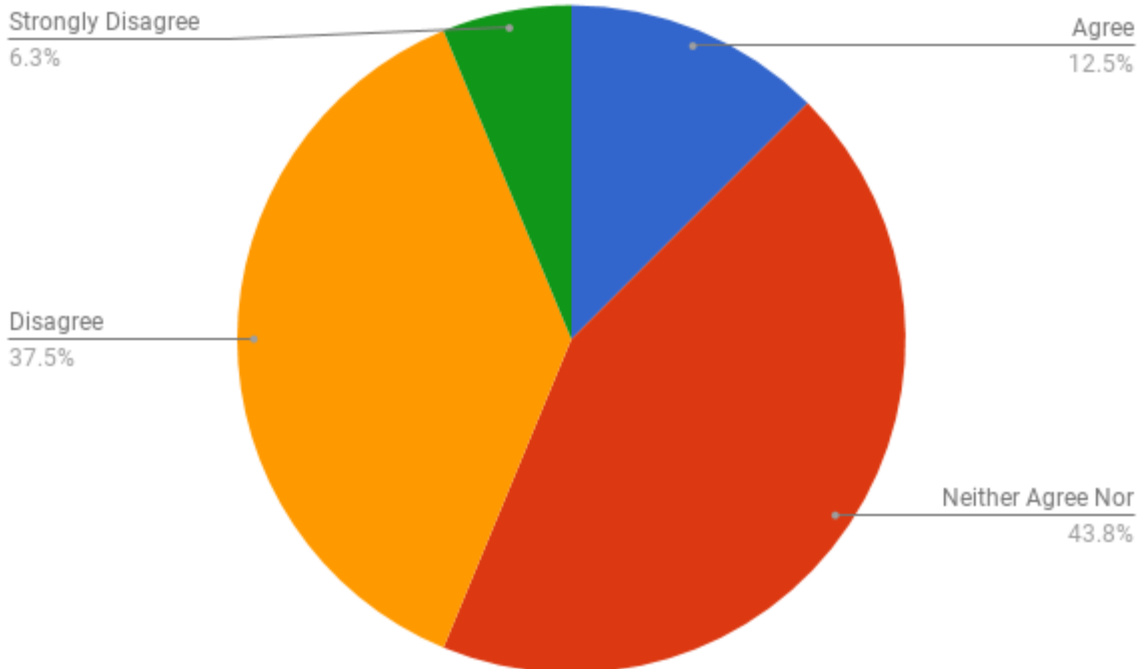


106. Structures and processes that allow for shared governance are clearly defined in the governance documents (e.g. staff handbook).

Overall USM data:



TU Institutional Data:



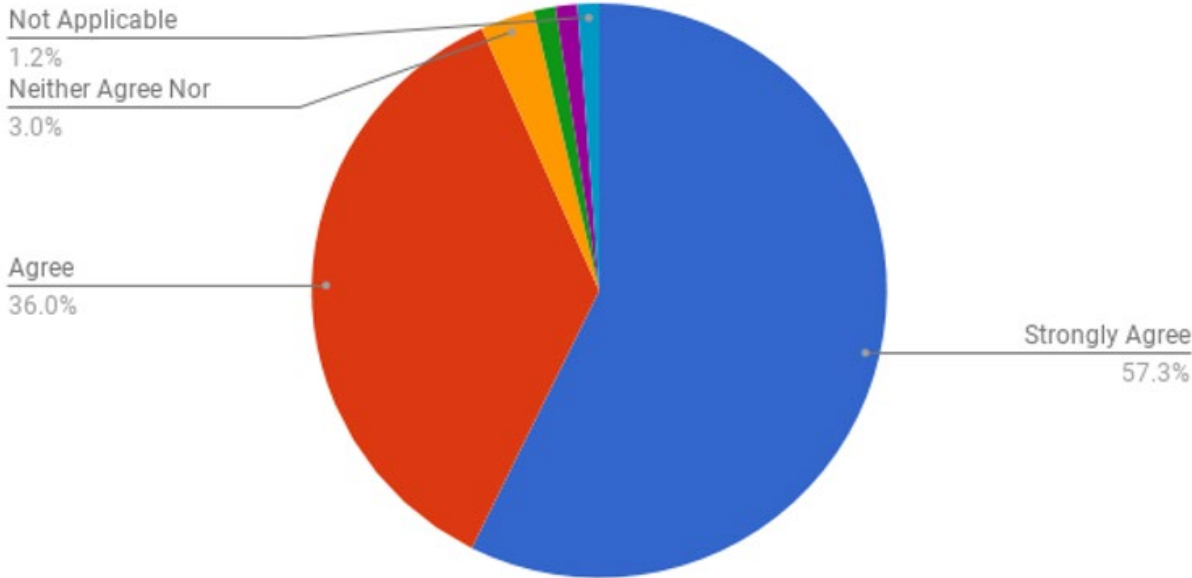
Survey comments on “Joint Decision Making”:

- Unfortunately staff support is an after thought of program development at TU from technology support to administrative support. Faculty lines increase with an increase of student enrollment. Staff lines do not.
- For many of the questions about staff involvement, I believe staff whose jobs are closely related to the topic are involved. We have a faculty council who is responsible for addressing academic affairs and program development.
- Our opinion is not asked for in anything significant

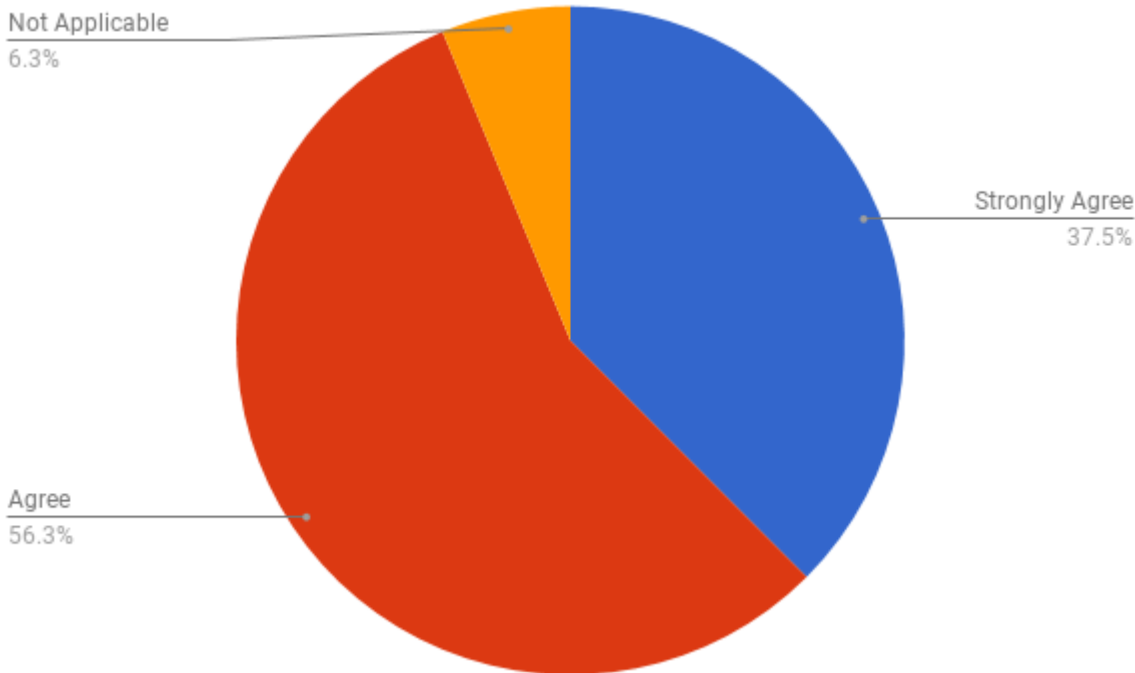
Structural Arrangements for Shared Governance

107. The staff senate and/or other institution-wide governance bodies meet on a regular basis.

Overall USM data:

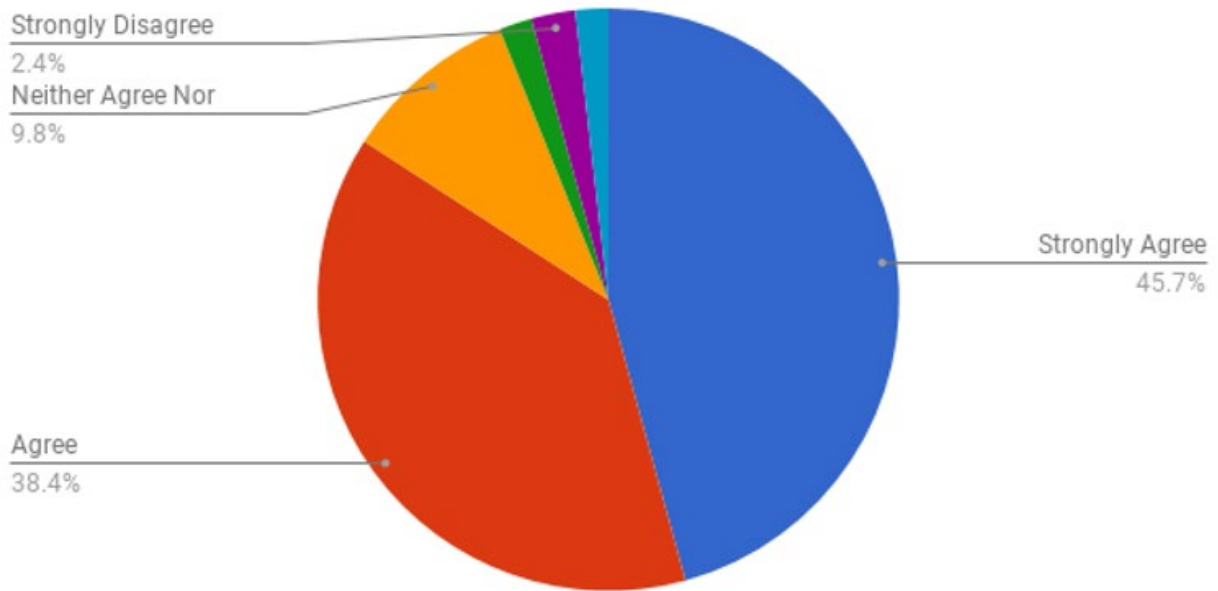


TU Institutional Data:

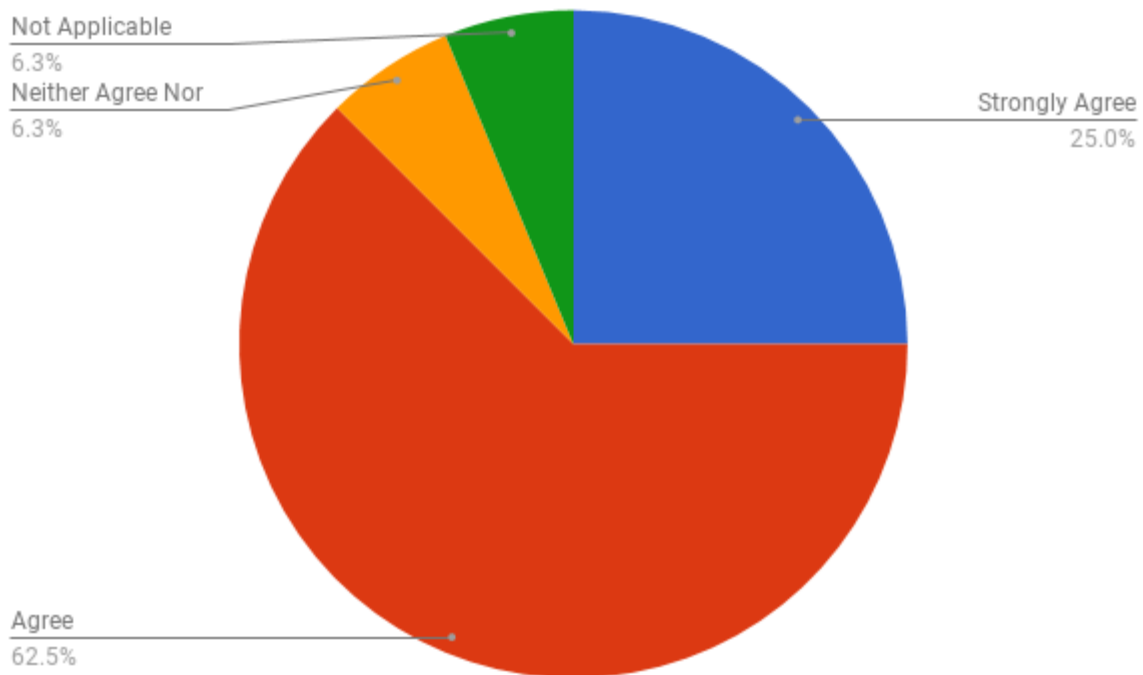


108. Staff determine how their own representatives are selected.

Overall USM data:

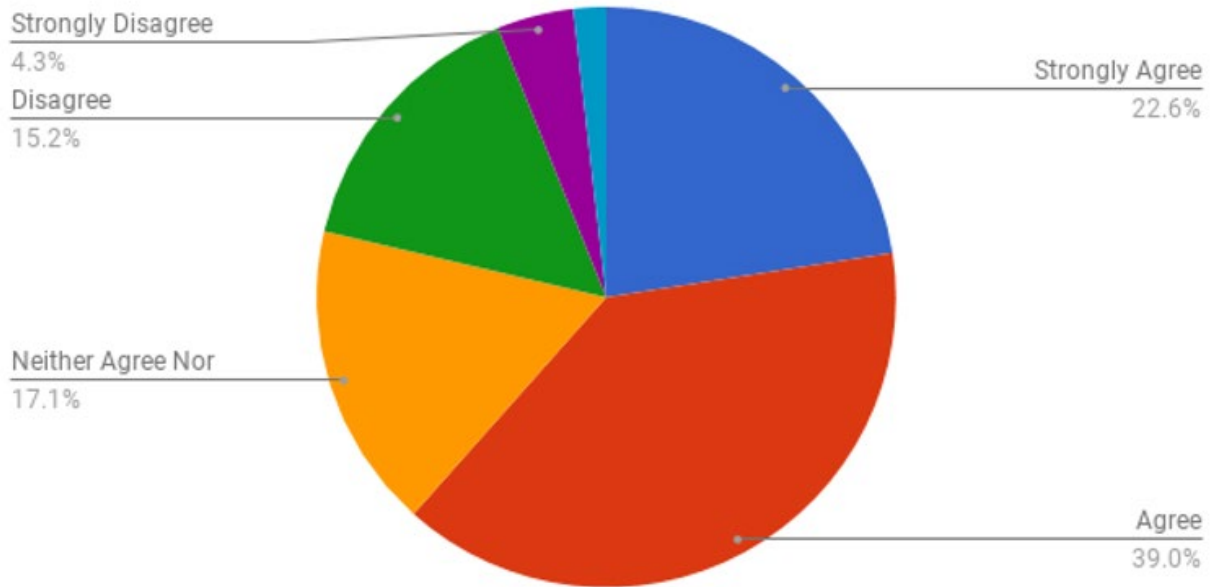


TU Institutional Data:

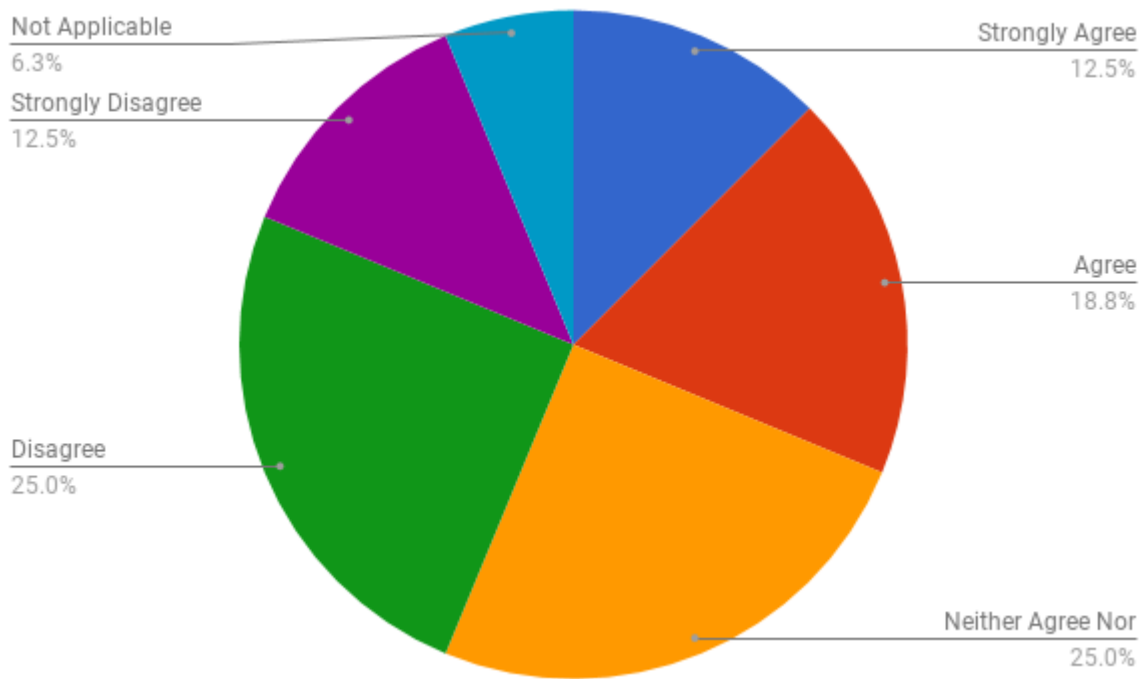


109. The administration provides adequate institutional support for shared governance to function (budget, liaison, etc.).

Overall USM data:



TU Institutional Data:



Survey comments on “Structural Arrangements for Shared Governance”:

- I agree that the administration provides adequate support, but I think there is room for improvement.
- I believe more support could be provided, but I am not sure that the council has asked for it.
- Administration provides little financial support to staff Senate, no administrative support and no significant encouragement.
- President is very supportive of staff members to attend meetings and cover expenses.

Other

110. Is there anything else you wish to communicate regarding shared governance on your campus? (Open-ended question)

- TU's president walks to her own beat. She doesn't represent all people on campus equally.
- There should be more equity with shared governance on Towson Campus.
- It is a joke.
- Id like to see a university senate that all parties have equal votes and equal support from administration.
- There should be equal representation of both staff, faculty and students in a unified shared governance group/council.
- Staff Council works very hard to advocate for inadequacies on campus and across the USM system.
- Right now I feel like our Faculty , Staff, and Student senates work separately. We are three separate units that do not work together. I think once we start working together, everyone in the University will be happier.
- We all need to get involved to know what really is happening system wide.

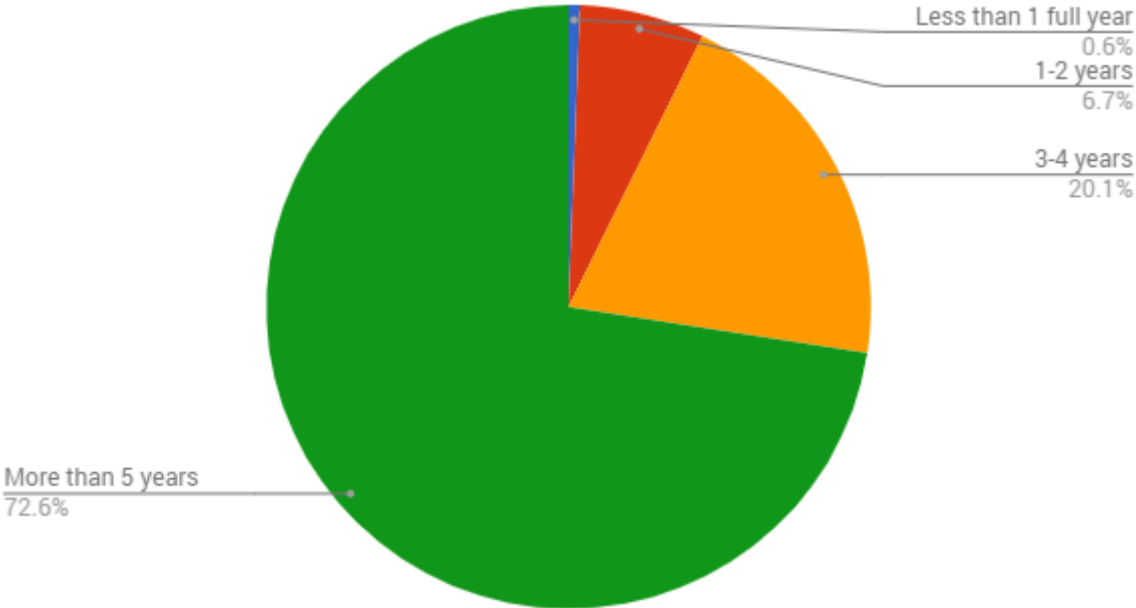
CUSS Shared Governance Survey 2017-2018

University of Baltimore (UB) Report

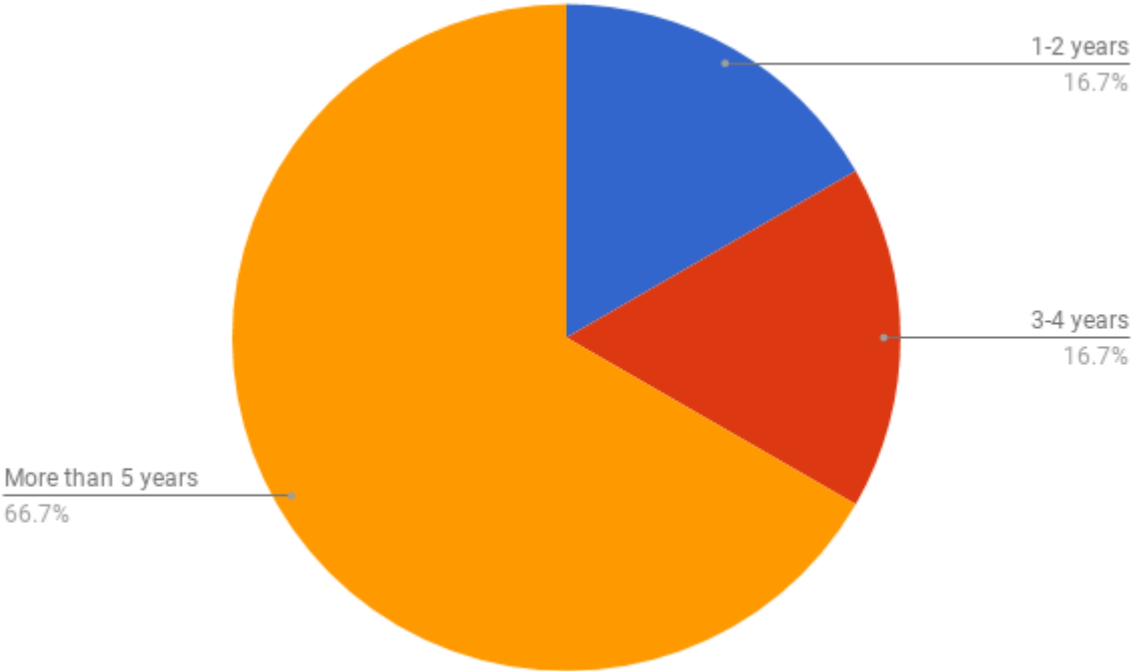
Total Participants: 6

Length of service at institution

Overall USM data:

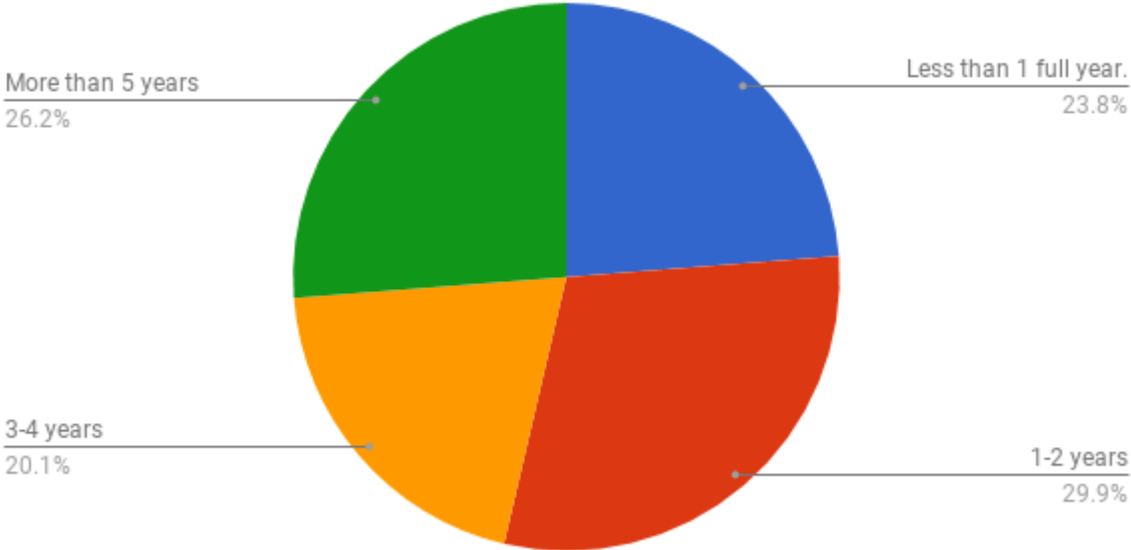


UB Institutional Data:

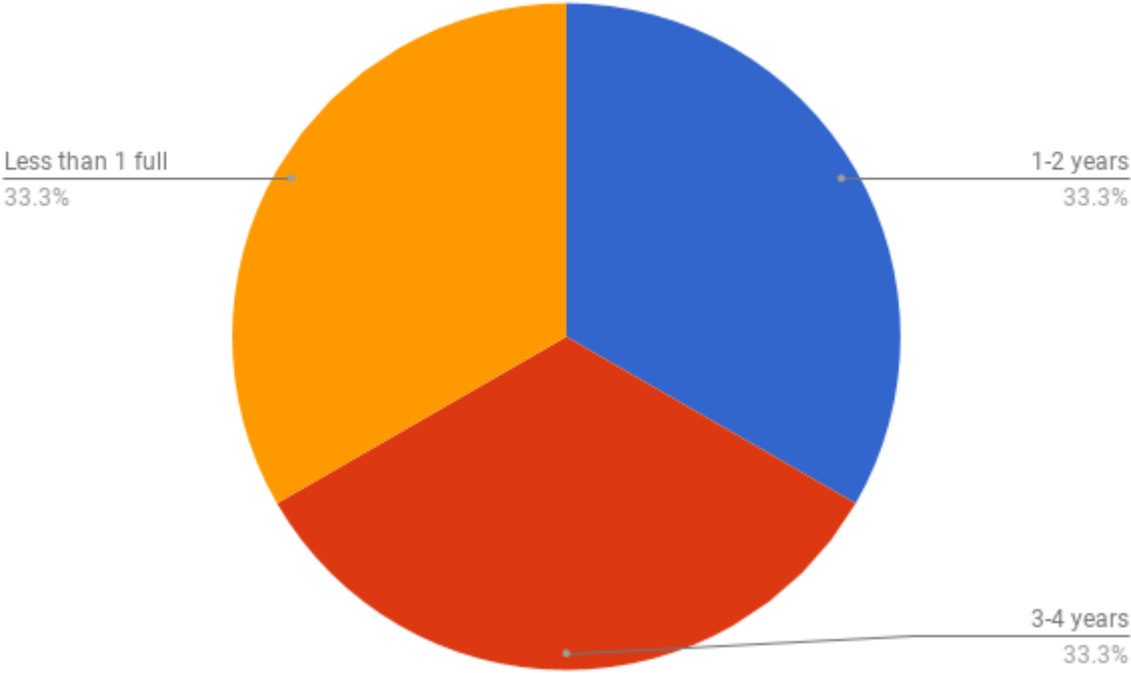


Length of involvement in staff Shared Governance

Overall USM data:



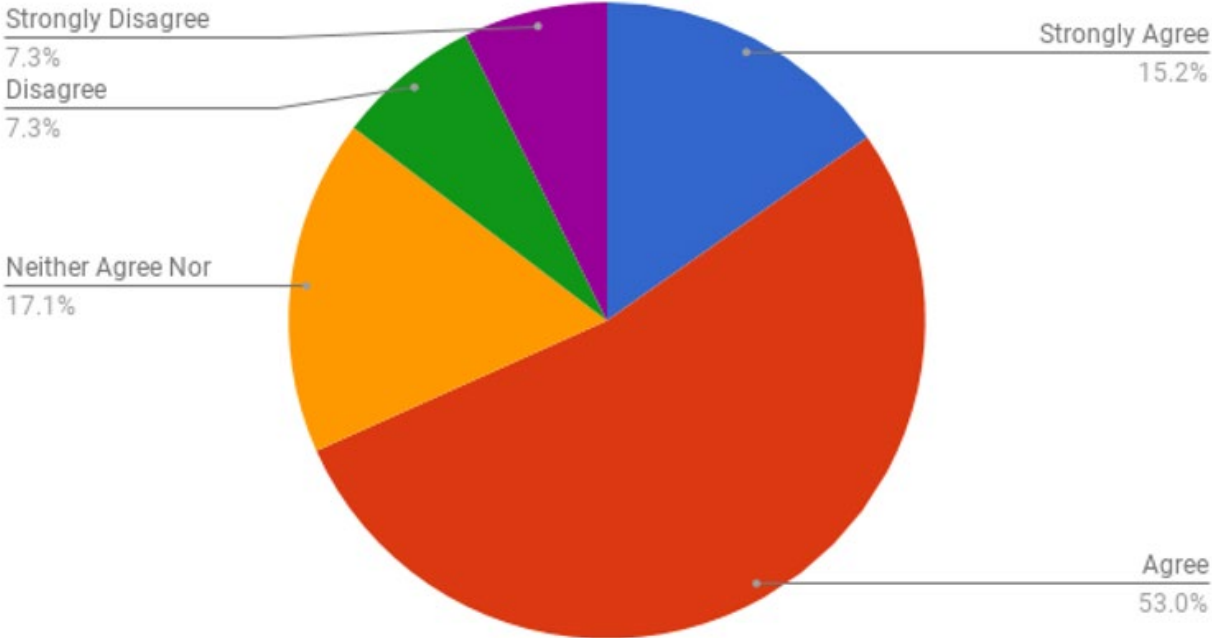
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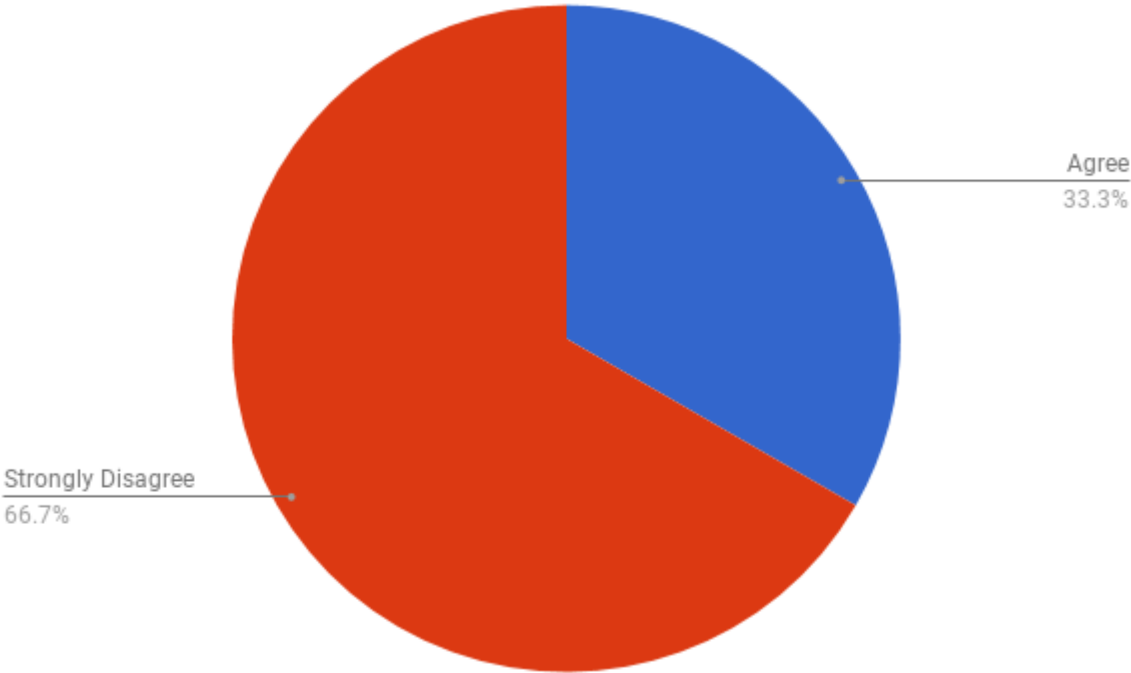
Climate for Governance

111. Shared governance on our campus is alive and healthy.

Overall USM data:



UB Institutional Data:



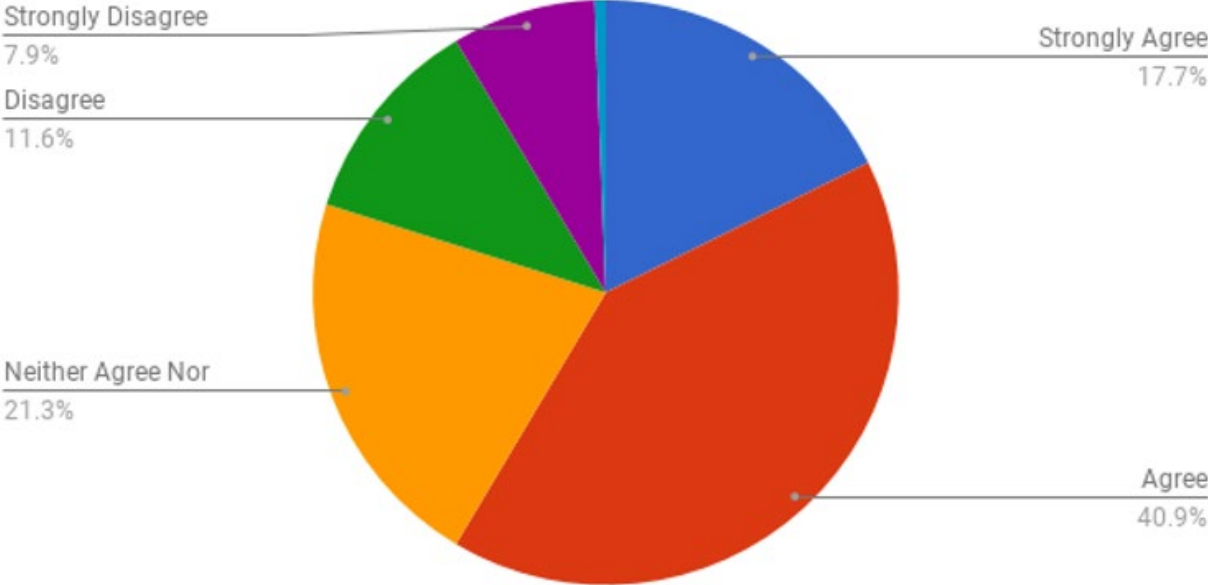
Survey comments on “Climate for Governance”:

- Staff is not represented at all concerning University Business
- We have a good Plan of Organization for Shared Governance in place, but it's not always followed. Each group (faculty, staff and students) tend to do their own thing. There's not much collaboration although the Plan is specifically structured this way. The UFS also 'seems' to get special treatment from Senior Administrators in terms of information. The Staff Senate is trying to move all groups back to following the Plan of Organization and we are also trying to get Senior Administrators to attend meetings and provide information.
- Faculty governance is the only governance given significant attention.

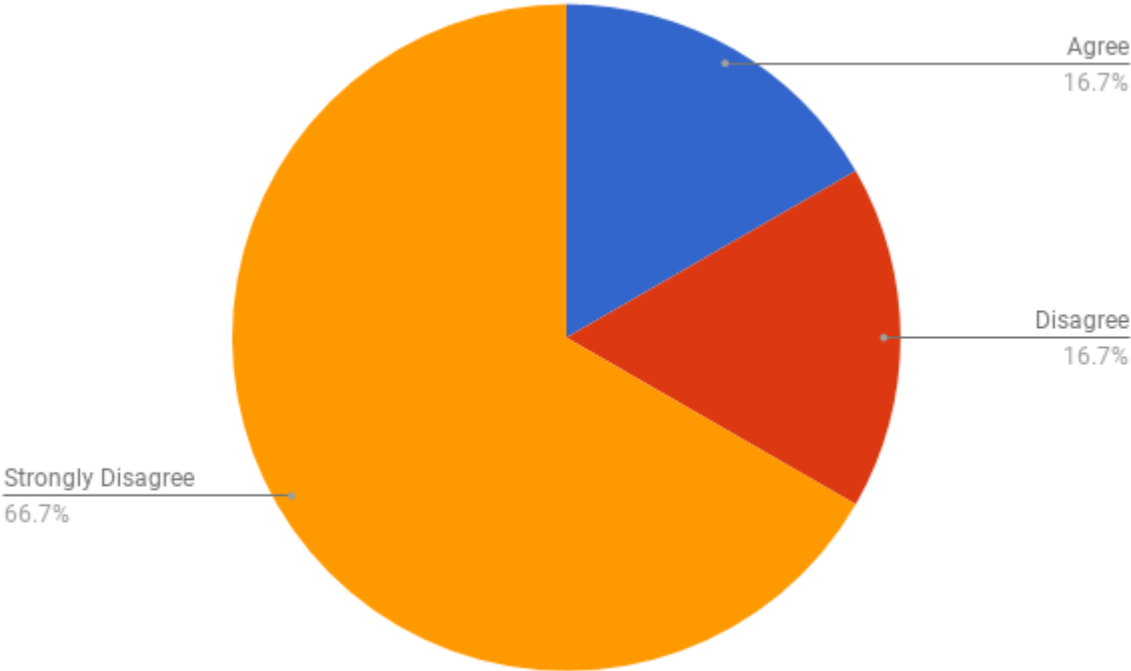
Institutional Communications

112. There is excellent communication and consultation between the administration and the staff and senate leaderships.

Overall USM data:

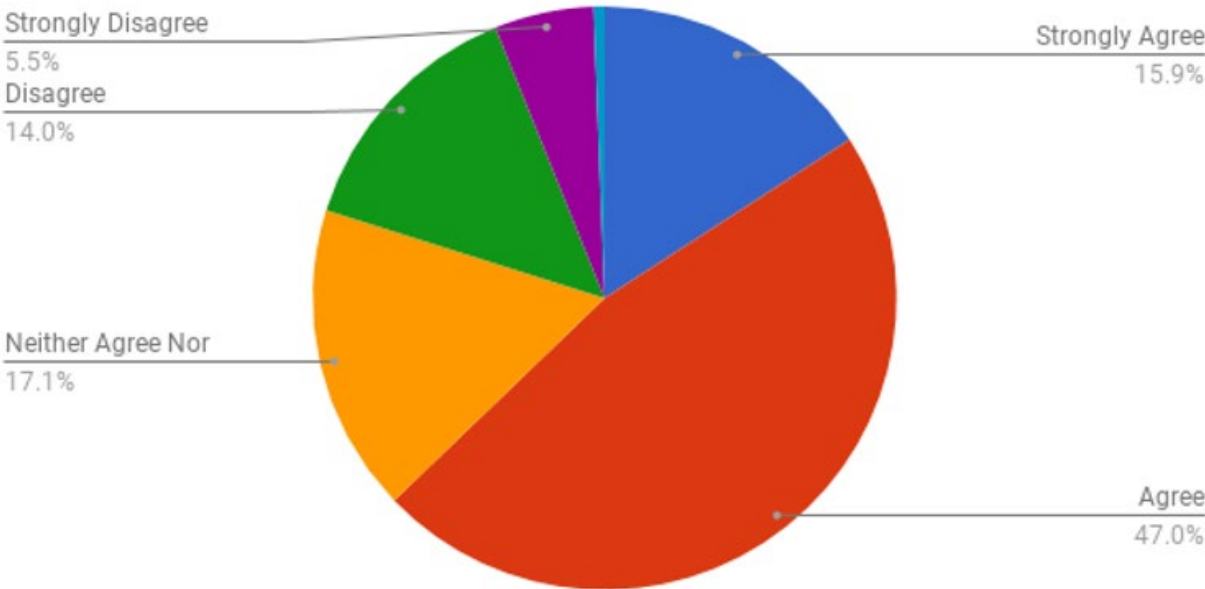


UB Institutional Data:

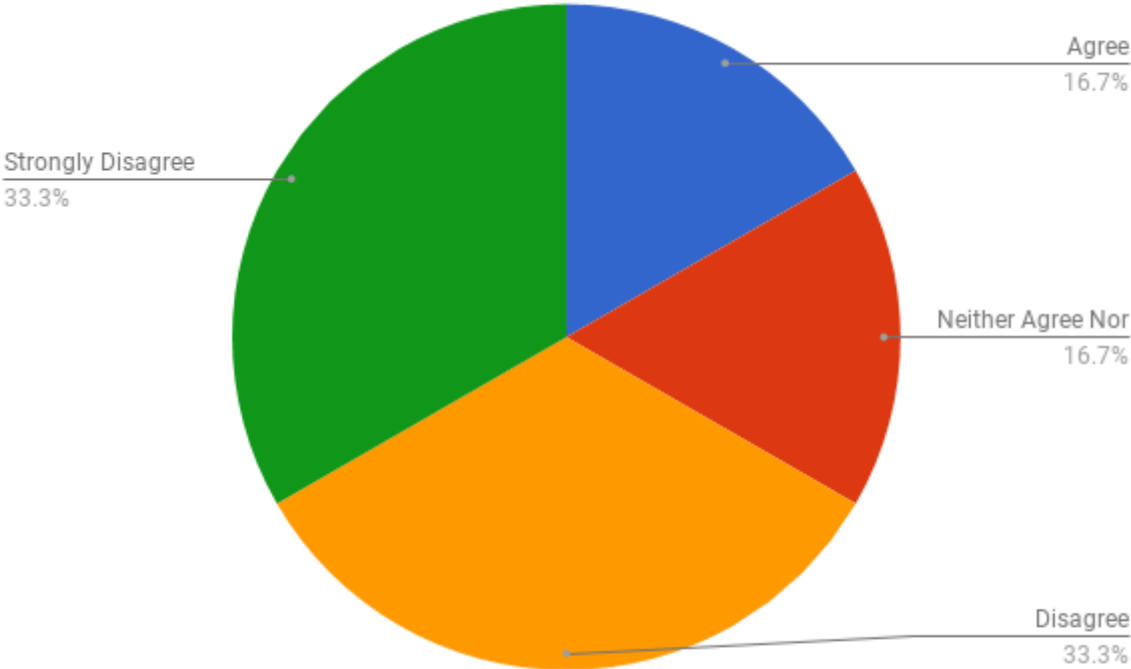


113. Staff can openly communicate governance issues with cabinet/upper management.

Overall USM data:

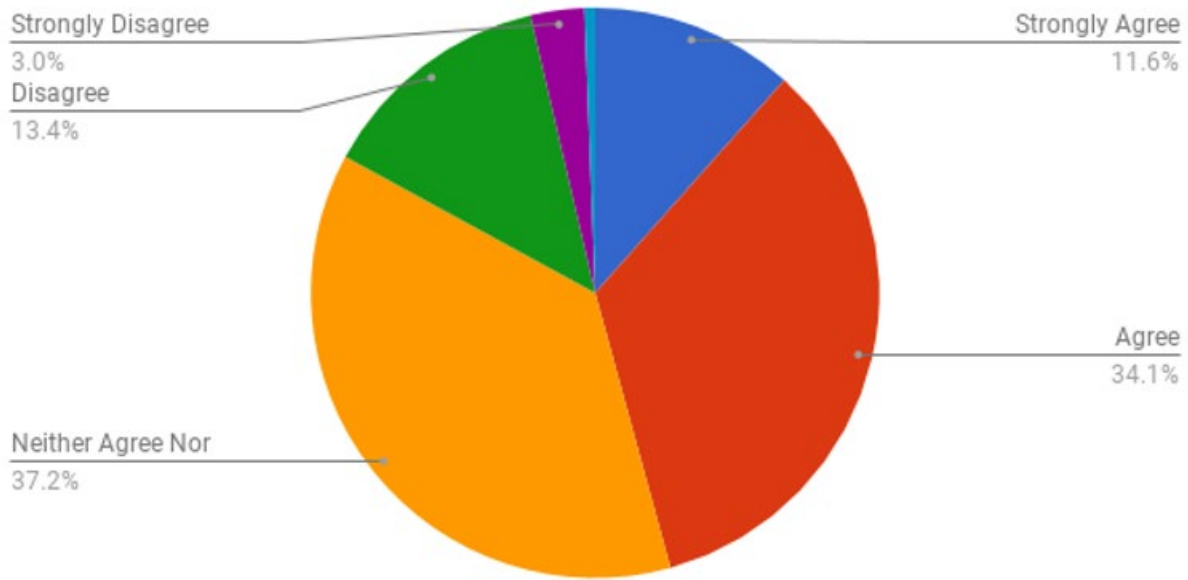


UB Institutional Data:

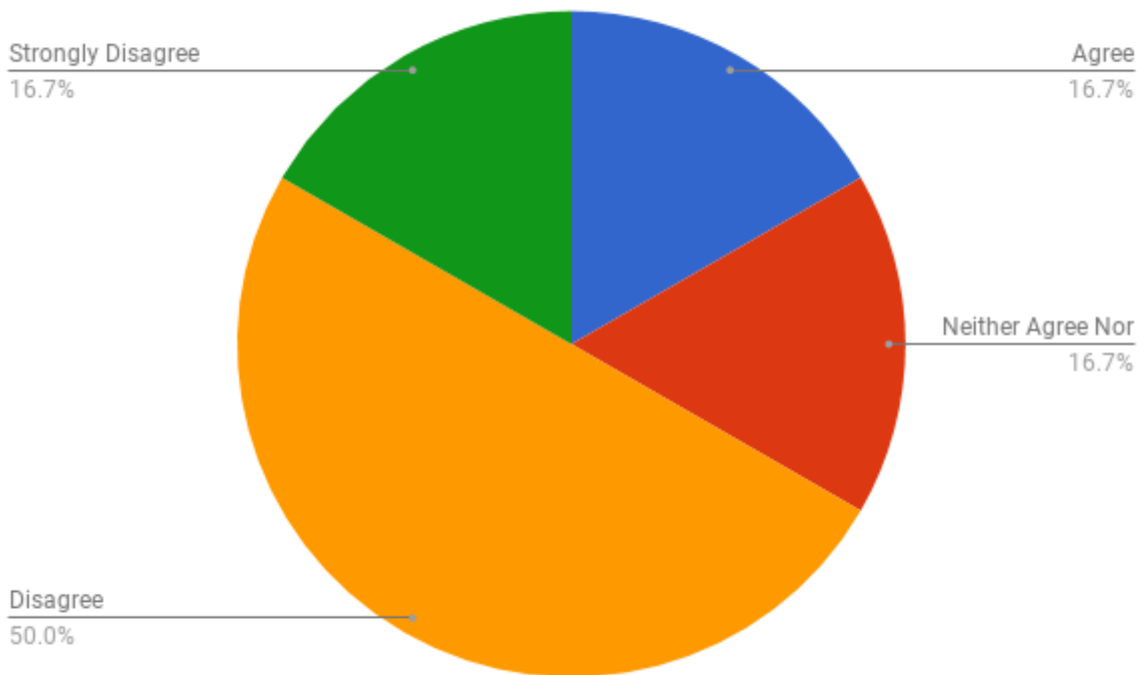


114. Feedback is presented in a timely manner, be it positive or negative.

Overall USM data:



UB Institutional Data:



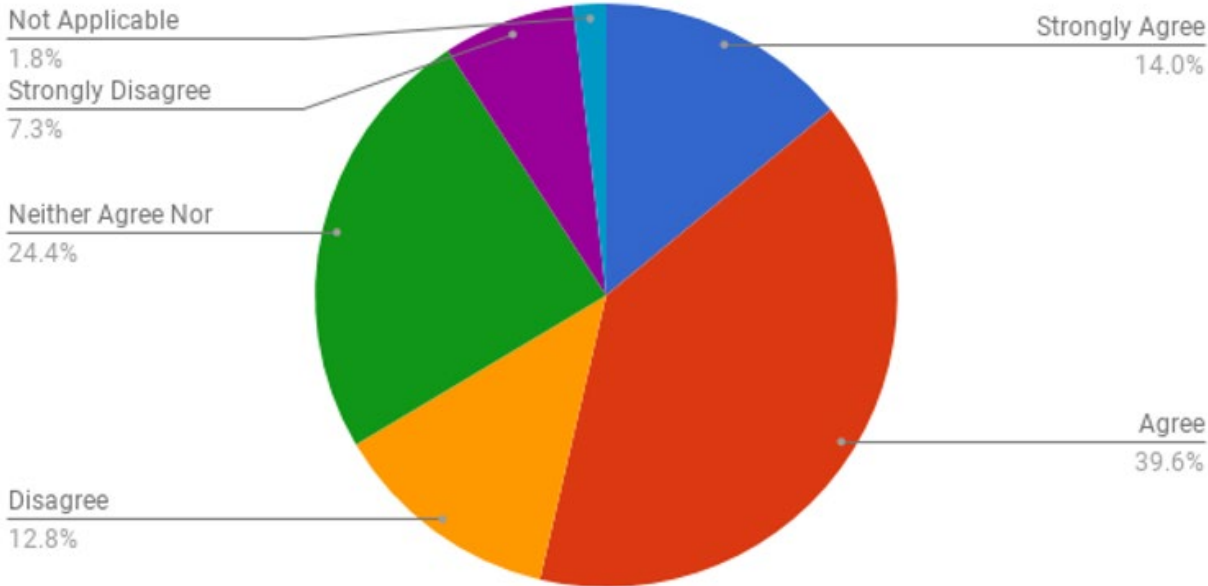
Survey comments on “Institutional Communication”:

- The president rarely attends staff senate meetings, even when his presence is specifically requested, he does not attend. The provost attends irregularly at best and, when in attendance, takes over the meeting. Both the president and provost attend virtually event faculty senate meeting and allow that body to conduct it's business while in attendance, without undue interruption or seizing of the floor. Staff senate has repeatedly expressed a desire to meet with upper administration, which is ignored. The president of the institution refuses to have regular meeting with the chair of staff senate. There is palpable fear from staff and senators alike that expressing unwelcome opinions to the administration could have job consequences and there is constant self-censorship by the senate body to ensure that our messaging will be "well received" by those in administration, often at the expense of providing honest feedback. Requests for information, especially budget information, are often only partially fulfilled with no explanation as to why information asked-for was omitted.

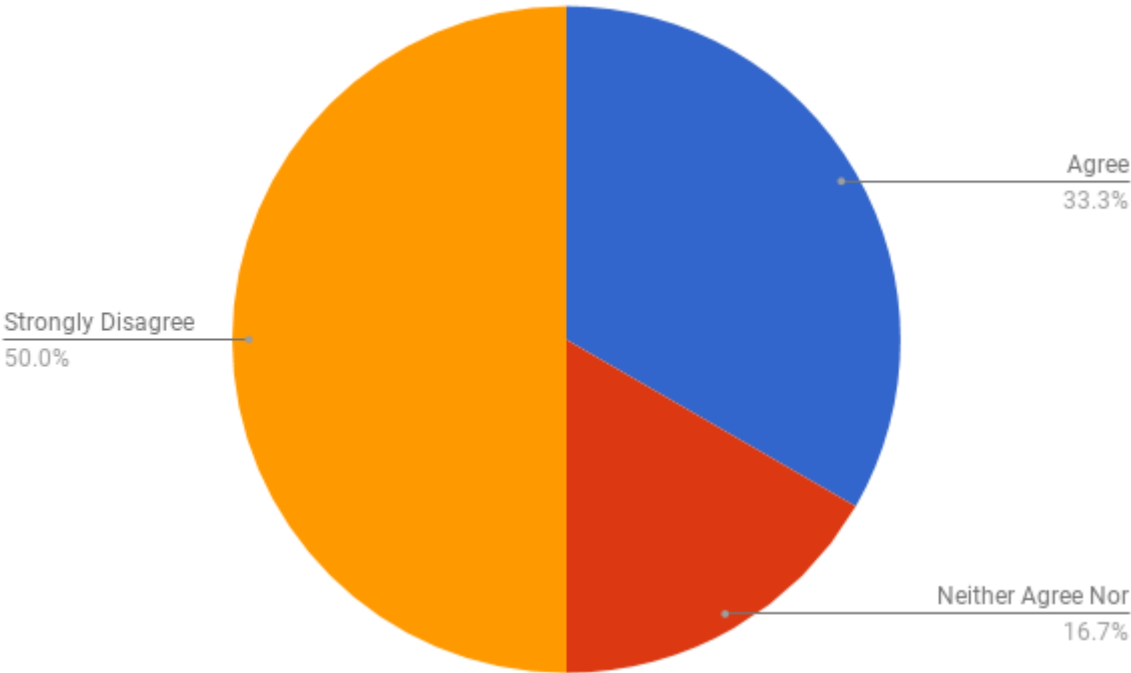
Senate's Role

115. The staff senate plays an important role in providing academic and administrative functions at the university.

Overall USM data:

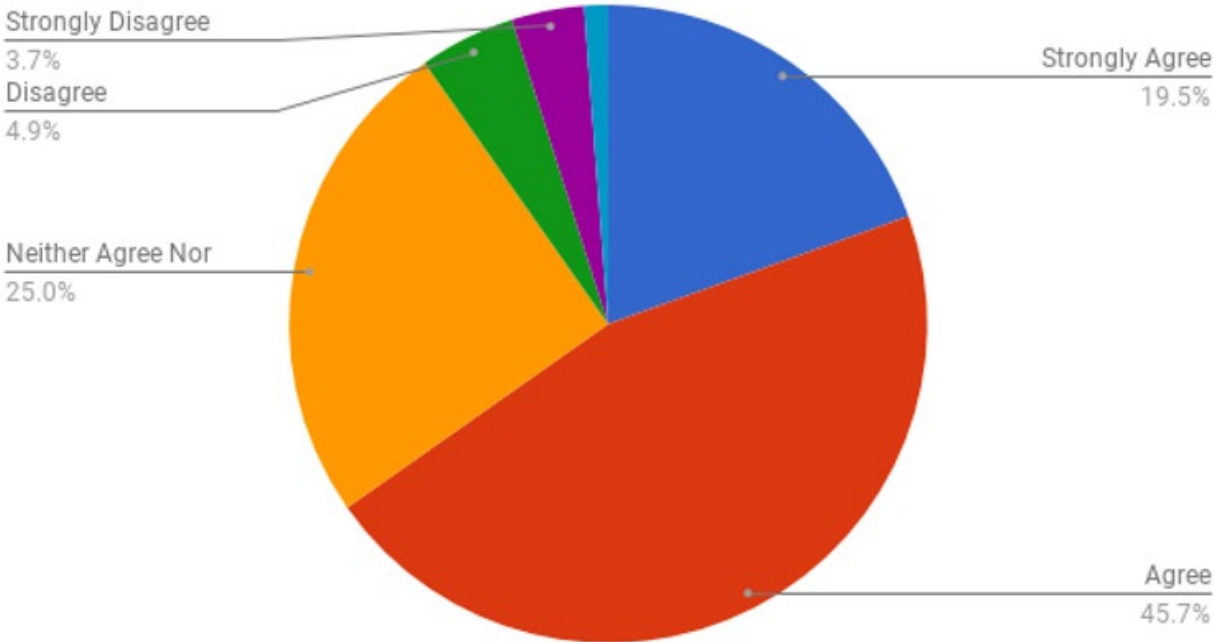


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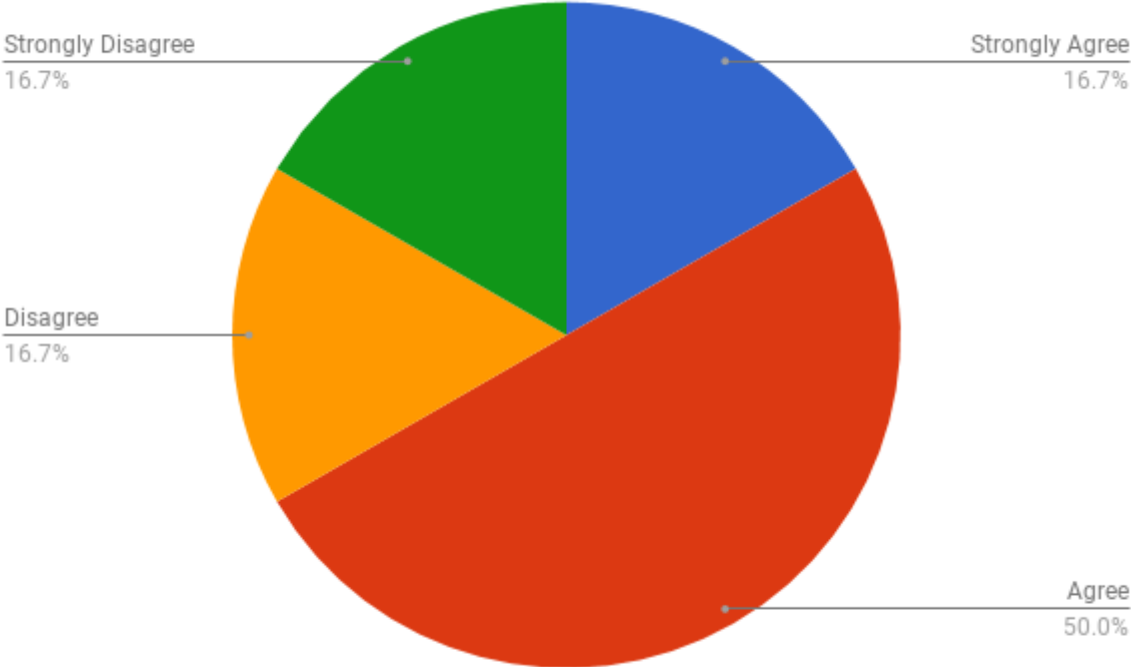


116. Your role with staff senate is valued.

Overall USM data:



UB Institutional Data:



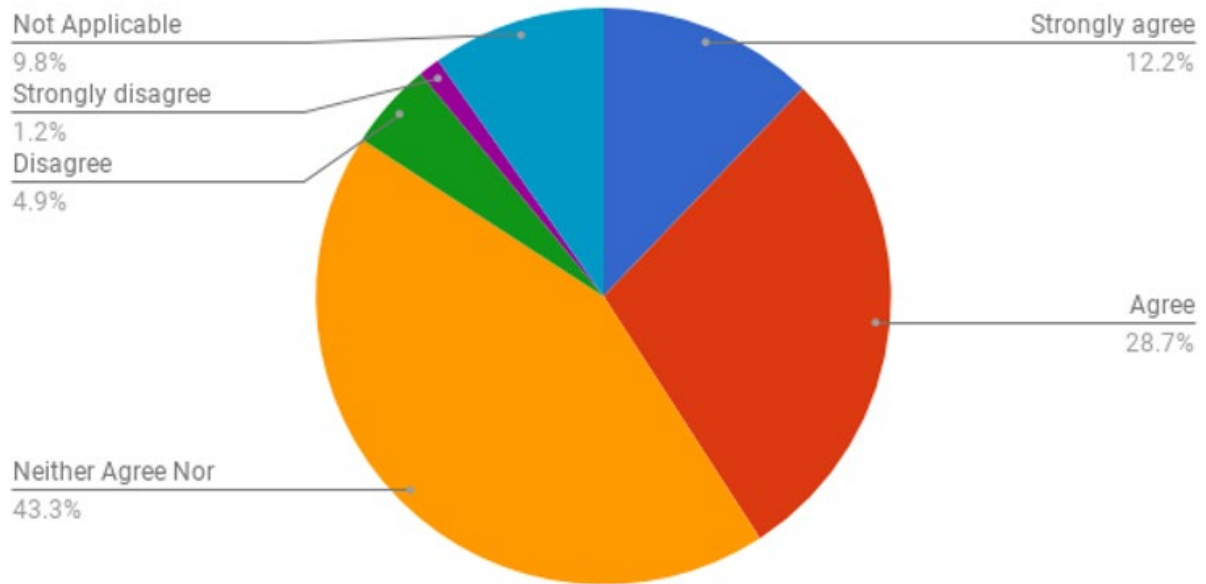
Survey comments on “Senates Role”:

- President and Provost only give information during faculty senate meetings.
- It's valued by those employees who are informed and attend meetings and/or functions.
- There have been multiple examples of administration and/or faculty senate ignoring or going around the shared governance processes when it suits them. For example, the provost and faculty senate wanted to dissolve the standing budget committee that is part of the shared governance structure and, instead, replace it with a Strategic Planning and Budgeting Committee. The provost appeared at a staff senate meeting to announce that this was happening and requested the senate to sign off on it because it needed to happen quickly due to an upcoming accreditation review (in fact, the existence of the committee was already referenced in a draft of the self study document that had been made available to campus members at this time). Staff senate expressed concerns about a stark imbalance in representation on proposed committee and that the proper process for changing the structure of shared governance was not being followed. Subsequently, staff senate voted that they could not support supplanting the existing committee with the new one until the aforementioned issues were discussed and addressed. It was clear student government would not support the new committee either. Rather than work with the shared governance structure to properly change the nature of the existing committee, the provost and president declared (at convocation) that the new committee would be put in place as a providentially appointed committee, outside the shared governance process. This demonstrated a complete lack of respect for the shared governance process--rather than work with the shared governance bodies to formulate a committee structure that was agreeable, administrators marched forward. Another example: task forces were formed to examine possibilities for shared services, outsourcing, and other efficiencies in the wake of this year's budget deficit. No opportunity was given to staff to nominate individuals for these task forces- the provost simply appointed them. Staff senate was not even aware the task forces were in place until this was announced at a staff senate meeting--after appointments had been made.

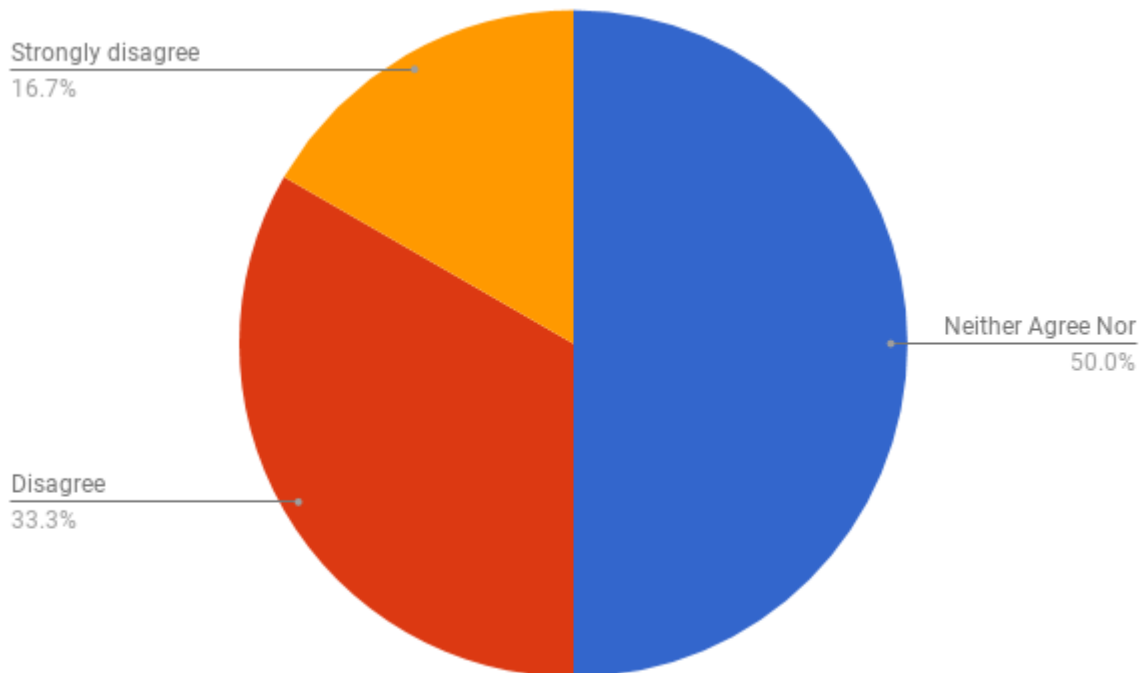
The President's Role

117. Other than on rare occasions, the president seldom overturns staff decisions and recommendations.

Overall USM data:

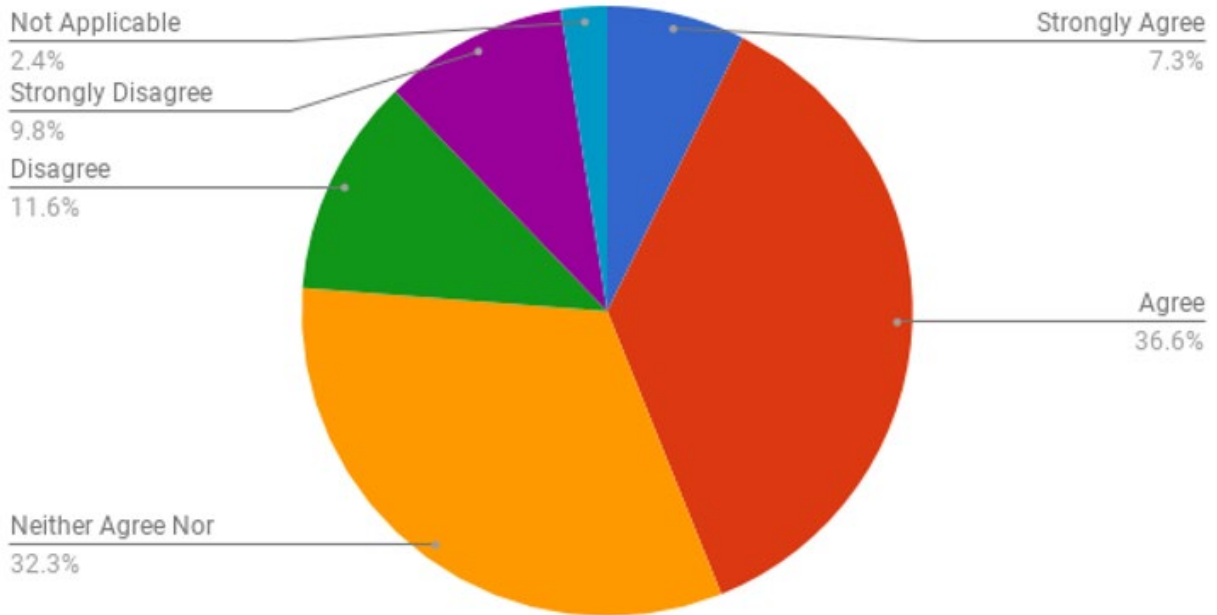


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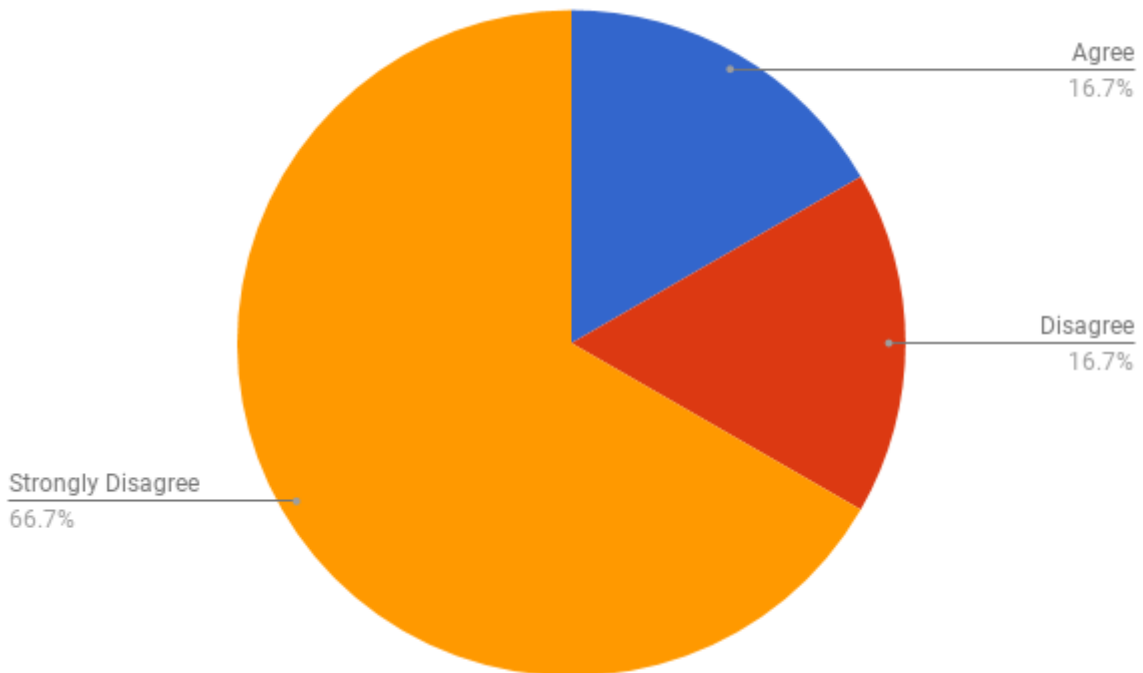


118. The president seeks meaningful staff input on those issues (such as budgeting) in which the staff has an appropriate interest but not primary responsibility.

Overall USM data:

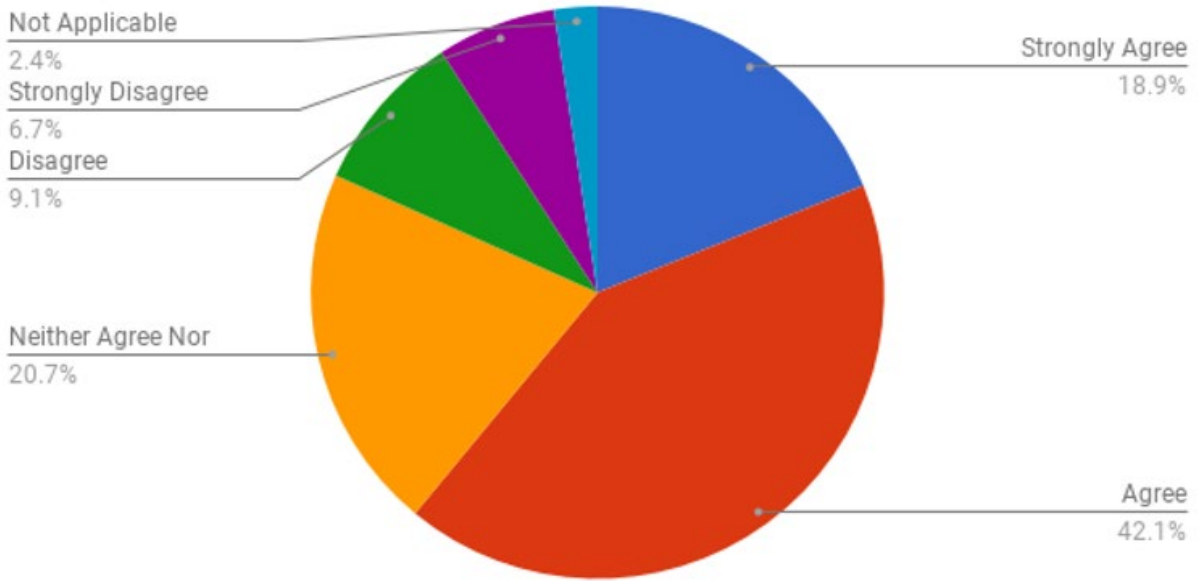


UB Institutional Data:

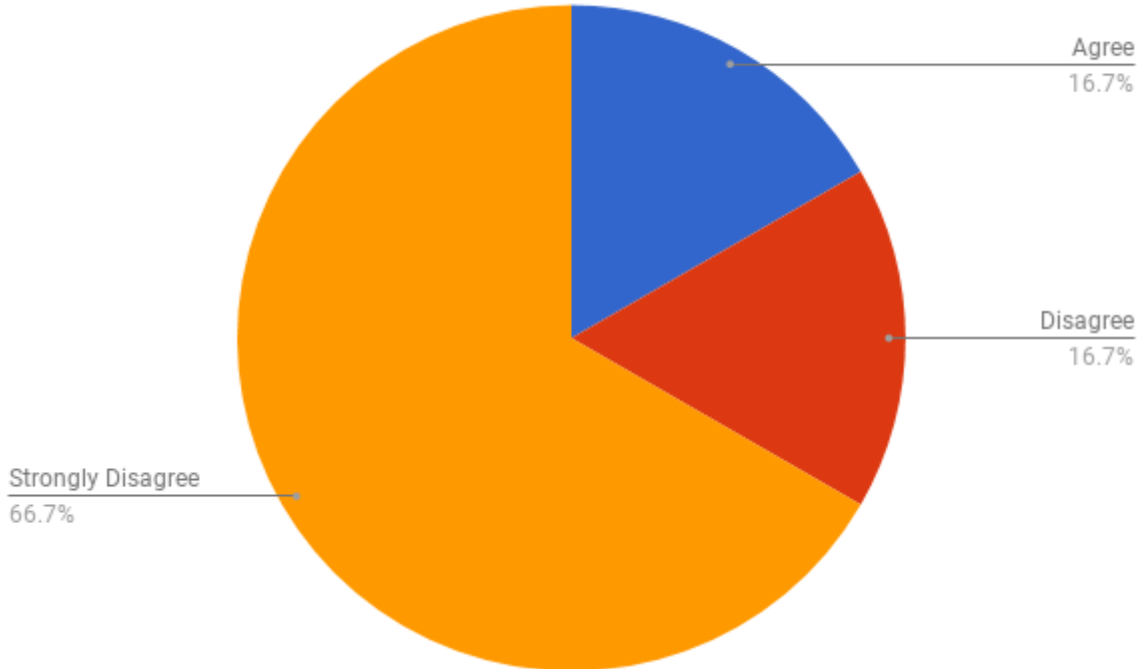


119. The president is transparent in communicating decisions, changes and recommendations.

Overall USM data:

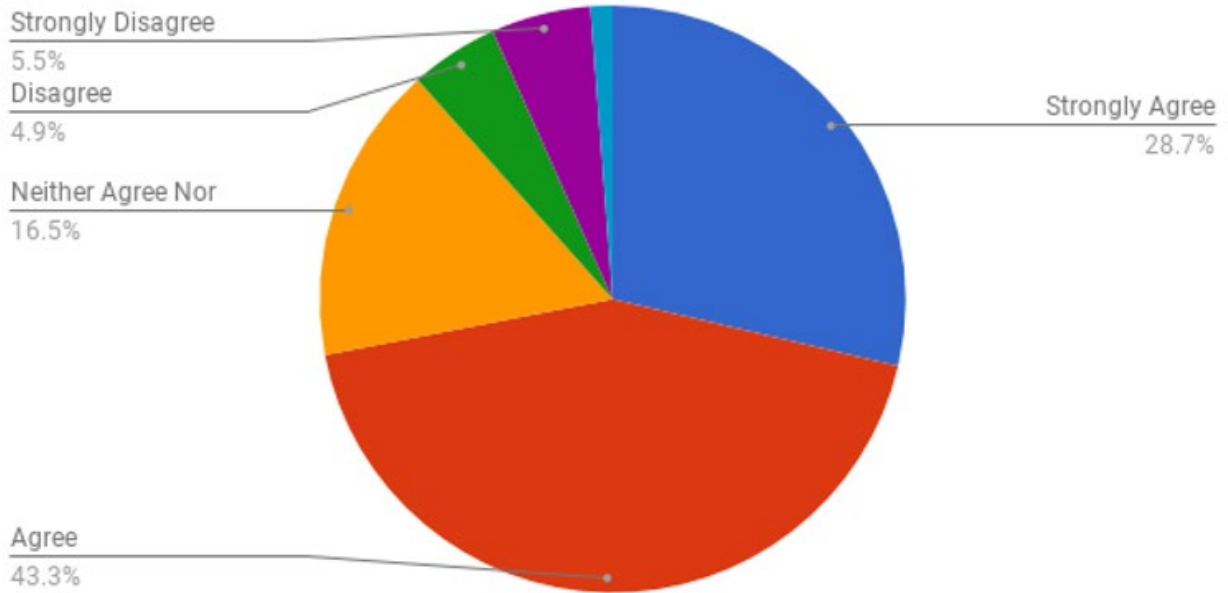


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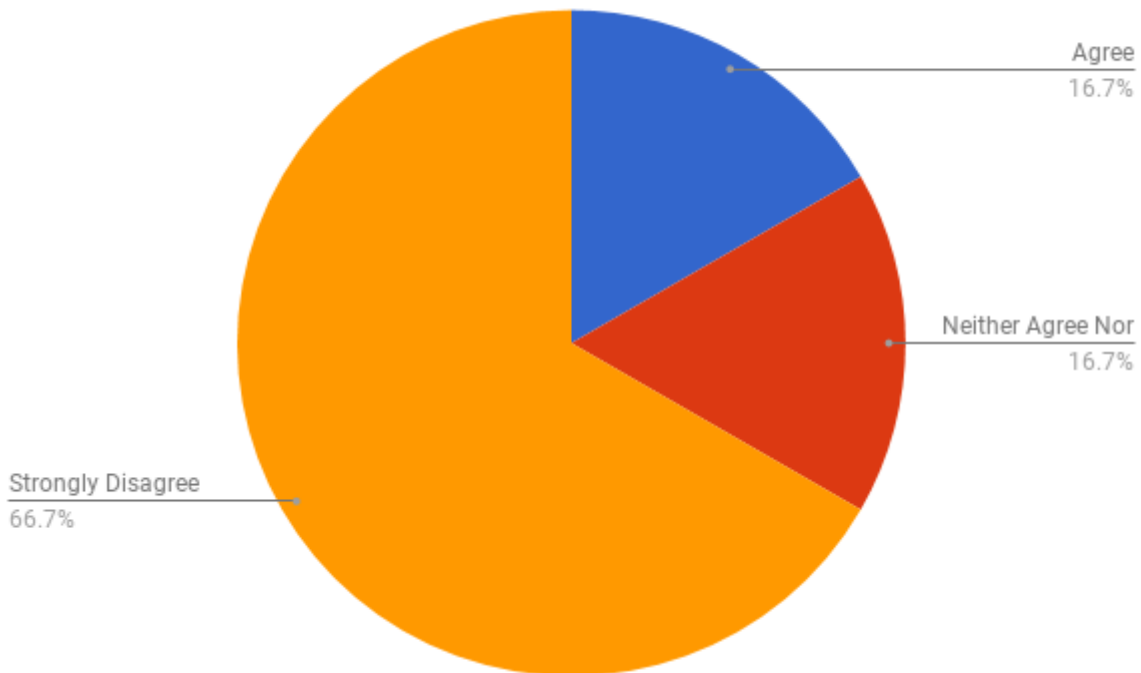


120. The president supports and advocates the principles of shared governance within colleges, divisions, and departments.

Overall USM data:

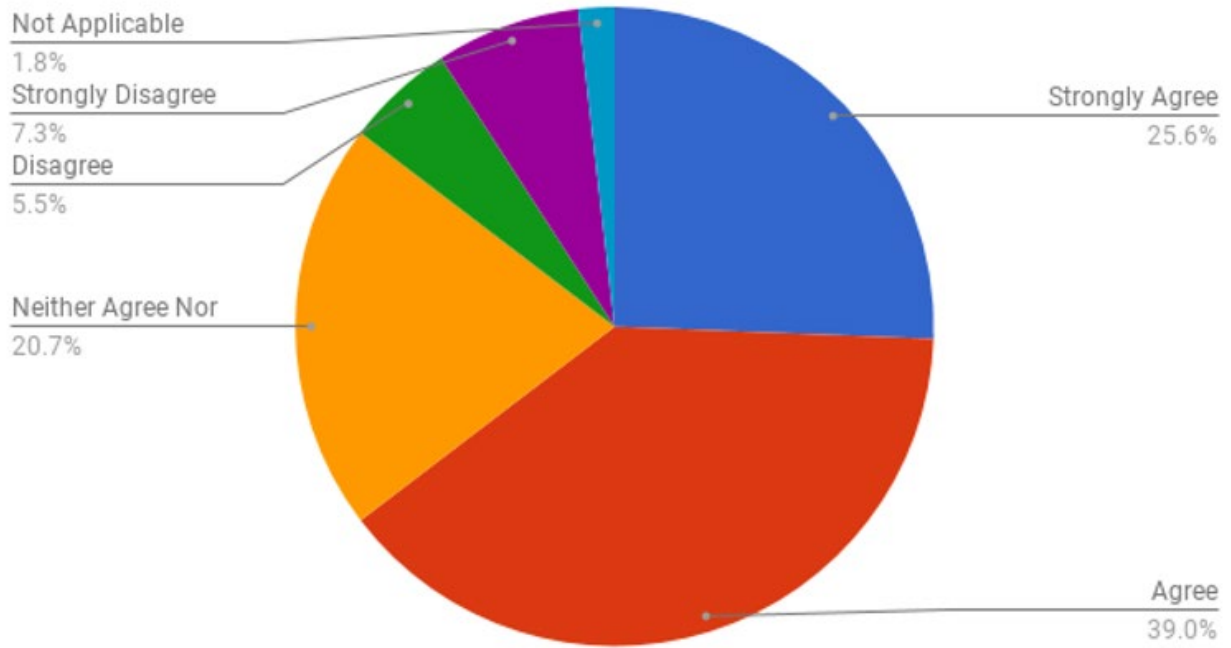


UB Institutional Data:

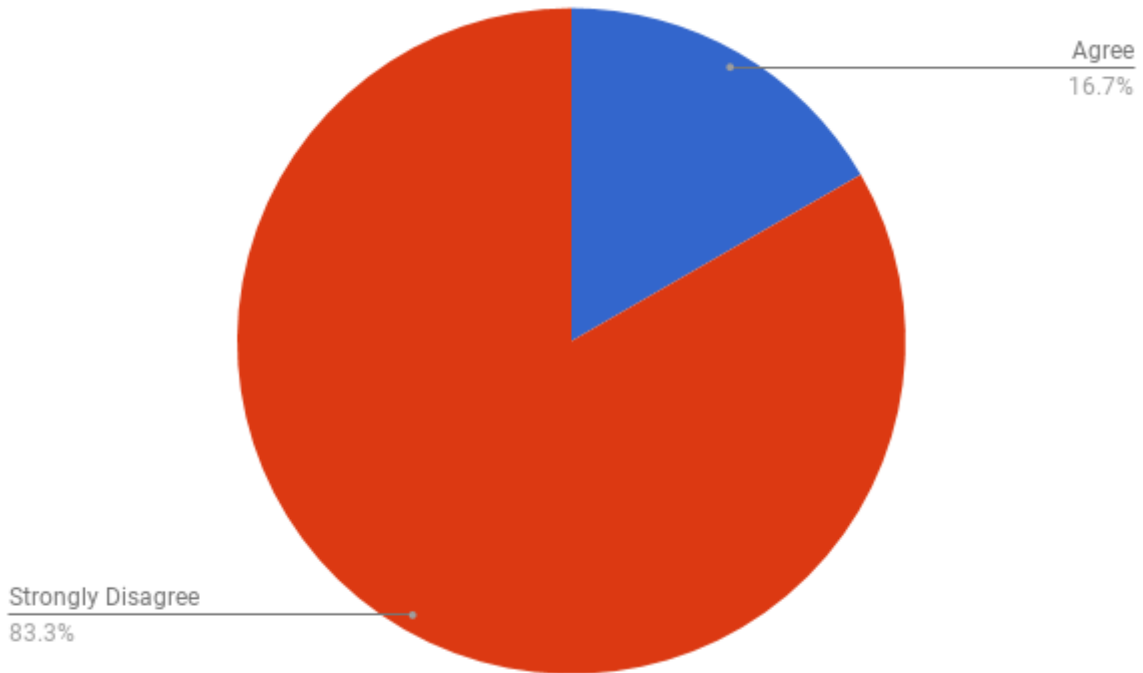


121. There is open communication with staff senate.

Overall USM data:



UB Institutional Data:



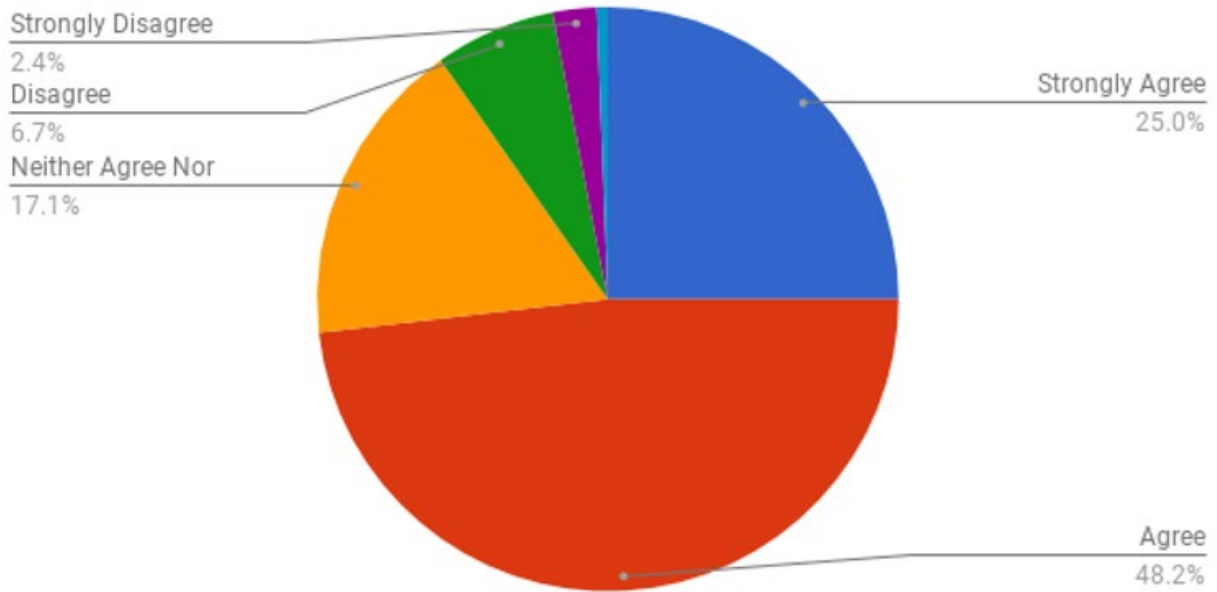
Survey comments on “The President’s Role”:

- President stayed for Staff Senate meeting for 10 min in the beginning of the year to warn of "softness" in enrollments. That was it- Now we are eliminating 25 positions with no communication.
- Great questions. Especially considering we are experiencing a budget deficit this year. Communication is sorely lacking at our institution. President Schmoke announced at a faculty senate that leaders were considering outsourcing some functions (for example the Counseling Center), implementing shared services for some financial and administrative functions, consolidating one of our schools into two others. At this same meeting Provost Smith announced the results of the Degree Program Prioritization. These decisions were not finalized, but you can imagine the panic that ensued. The students and staff were left out of the discussion. The Staff Senate a message to the President and Provost about our frustration and we never received a response.
- The president (and provost) regularly provide information at faculty senate meetings that is not provided to any other governance body nor disseminated widely to the University community. Recently, for example, the president announced preliminary budget cut 'thinking' at faculty senate without providing the same information to the other governance bodies or the community as a whole. The information presented included the intention to outsource a student services unit (counseling), which was enacted. The larger University community was told they needed to wait for a town-hall scheduled two weeks after this faculty senate meeting to get information. When staff senate expressed concern about this (via email) to the president, provost, and CFO, no senior administrator responded directly to the email. The president proceeded to send an email to the entire university community about the fact that he'd engaged in the discussion with faculty senate and reminding them of the upcoming town-hall, but disclosing none of the specific information that was given to faculty senate.

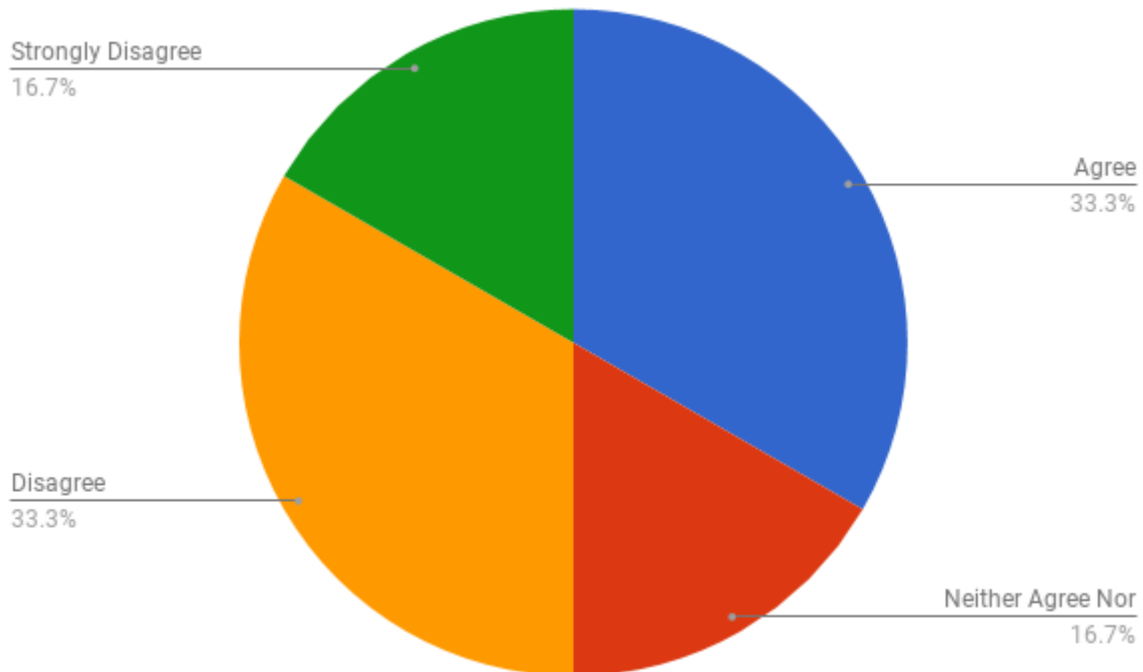
The Staff's Role

122. The administration is supportive of staff involvement in shared governance.

Overall USM data:

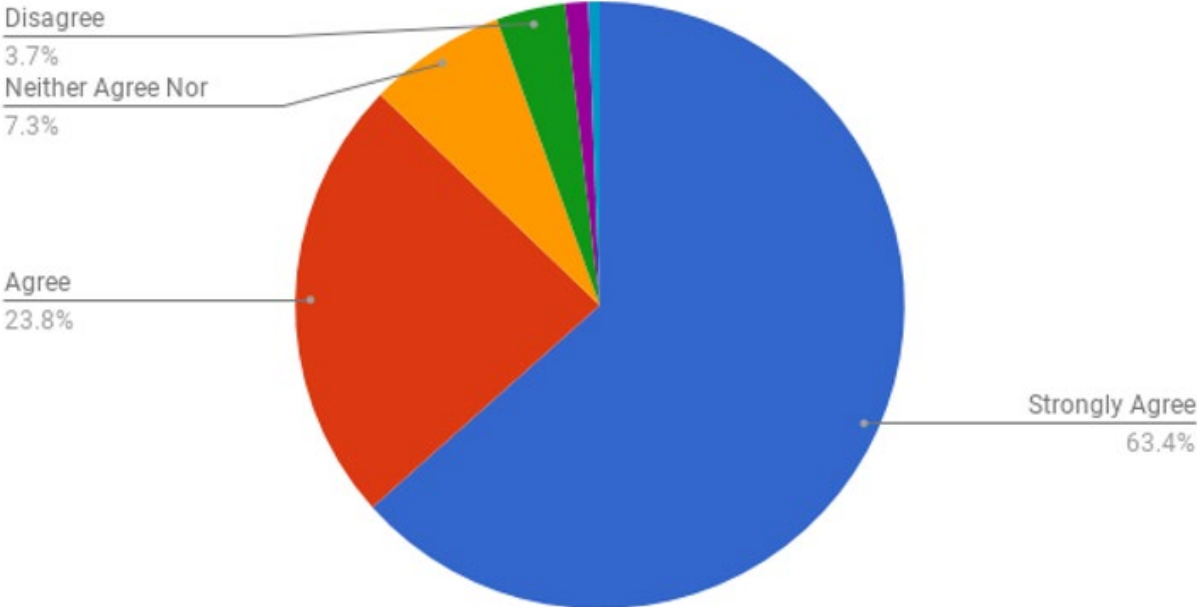


UB Institutional Data:

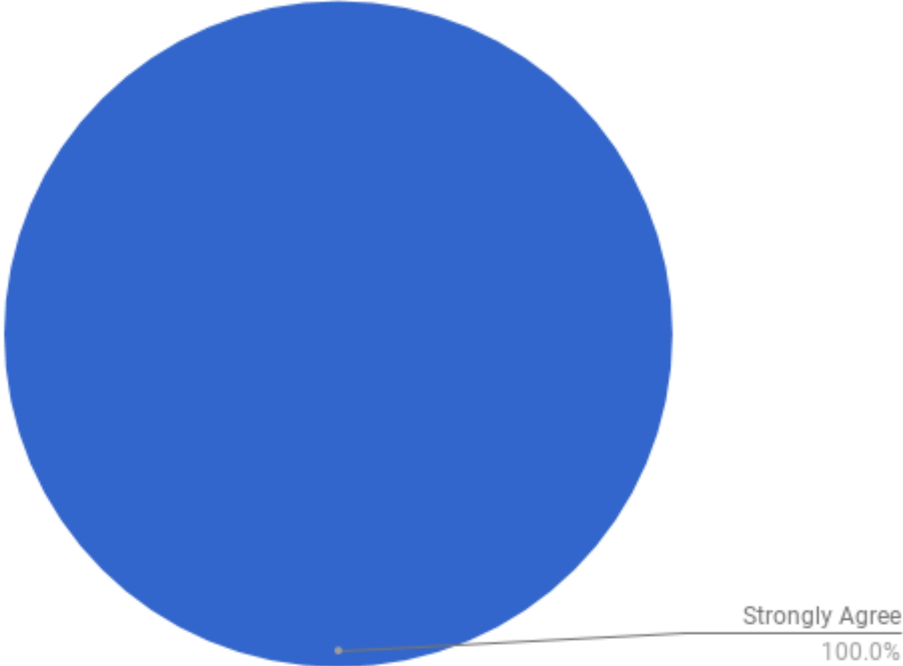


123. My immediate supervisor is supportive of my involvement in shared governance when I need to attend a related event or meeting during work hours.

Overall USM data:



UB Institutional Data:



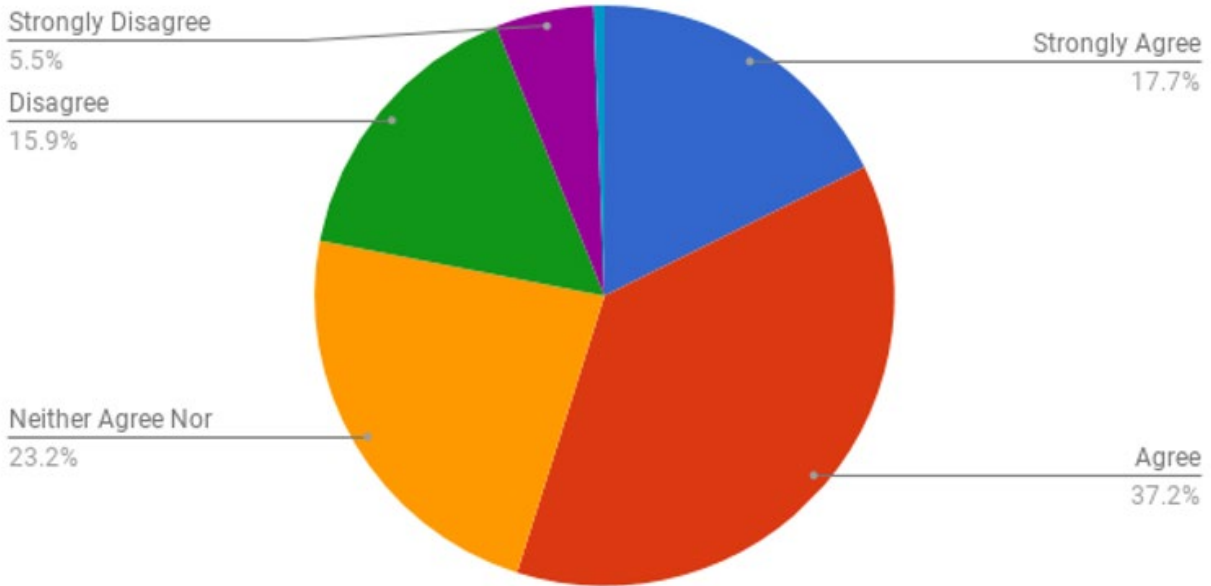
Survey comments on “The Staff’s Role”:

- None.

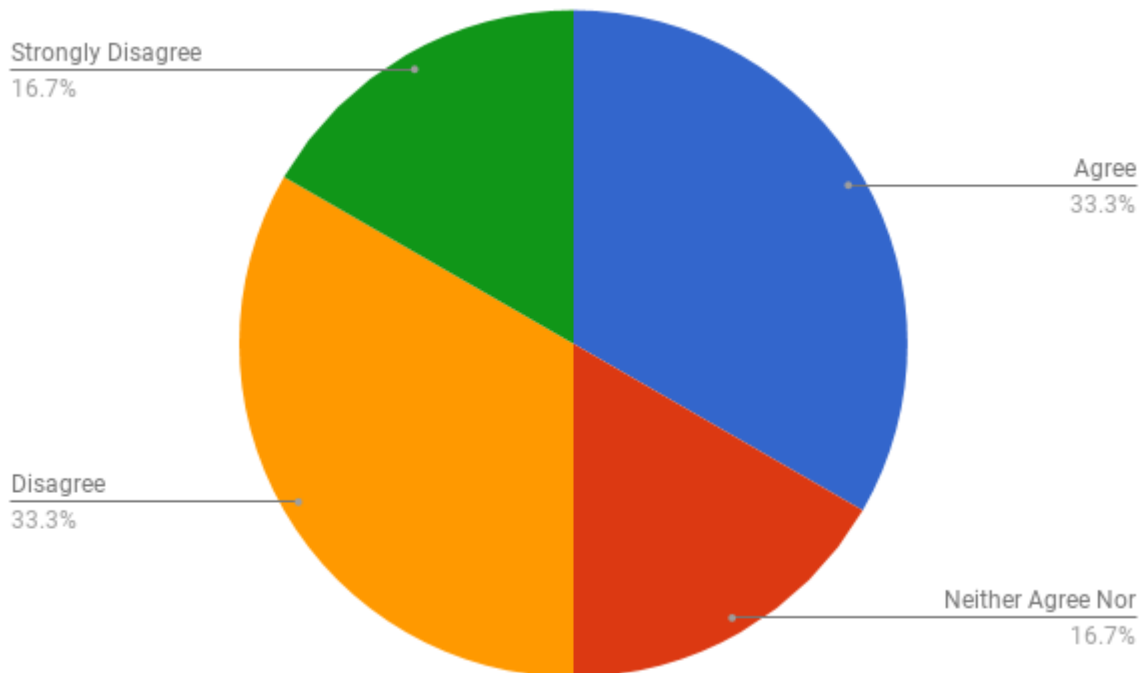
Joint Decision-Making

124. The administration utilizes staff involvement in the area of planning and strategic planning.

Overall USM data:

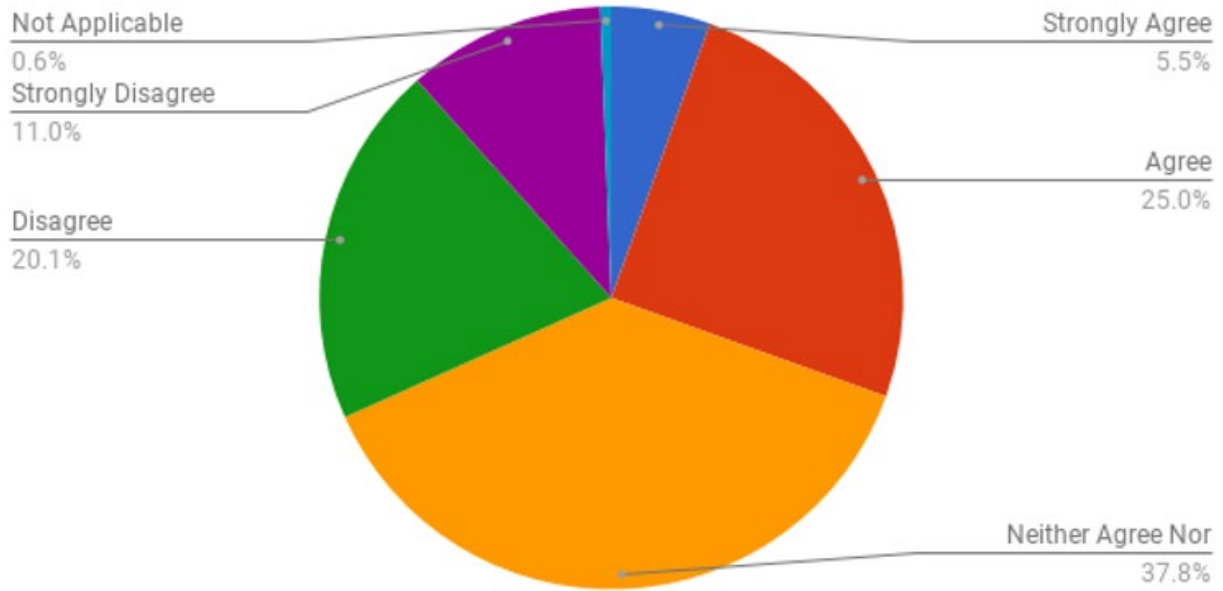


UB Institutional Data:

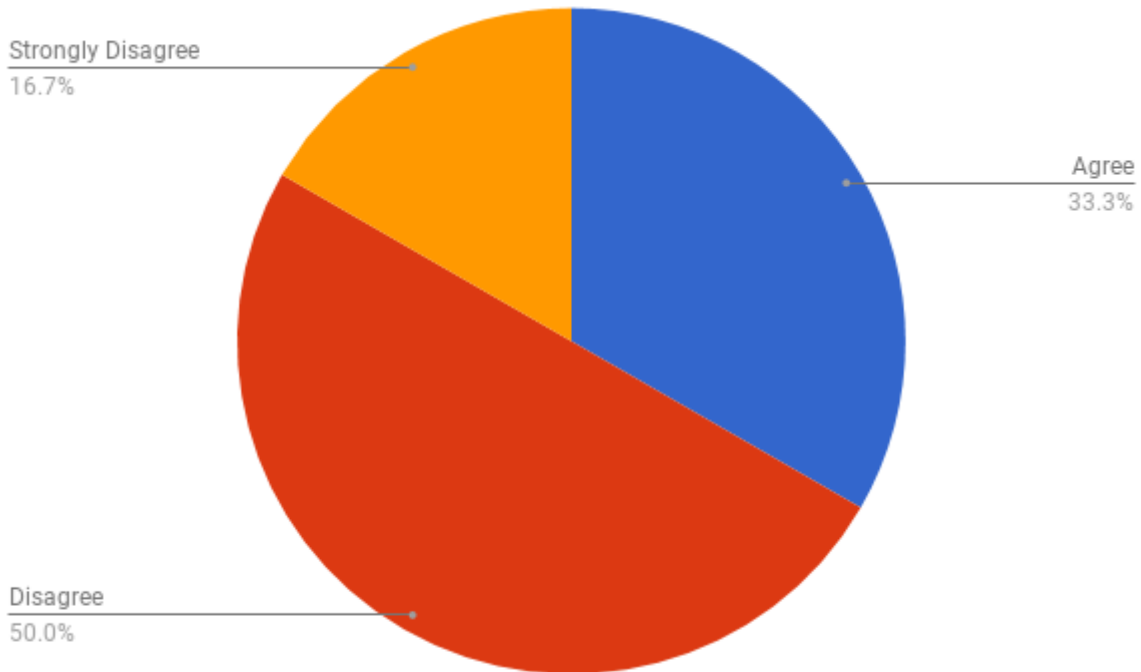


125. The administration recognizes staff involvement in budgeting and fiscal resource planning.

Overall USM data:

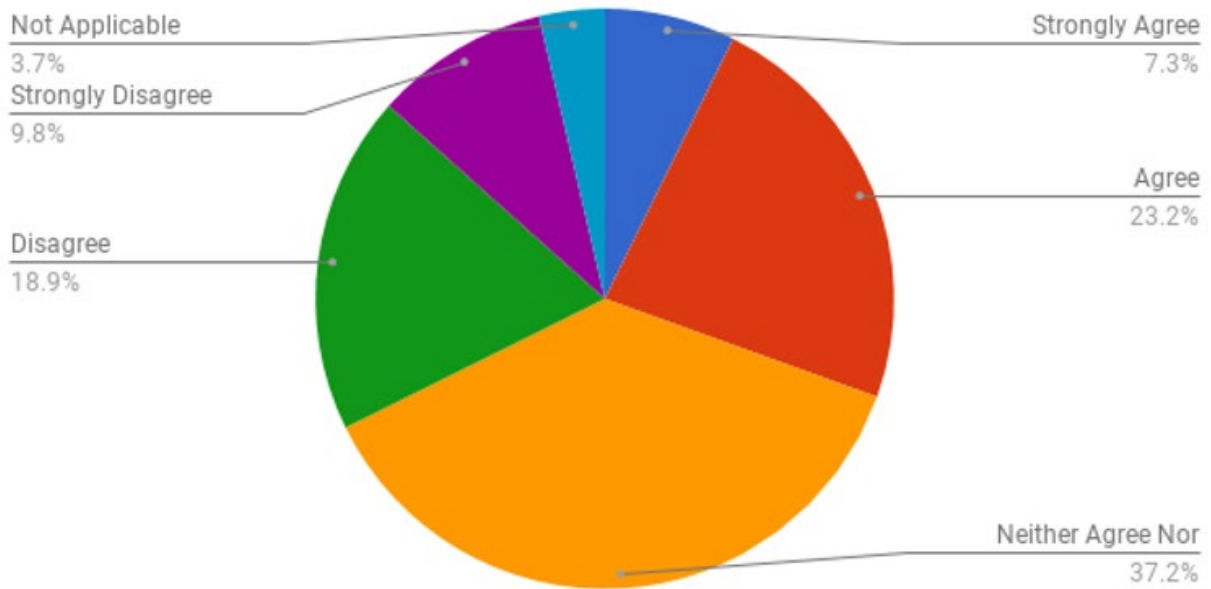


UB Institutional Data:

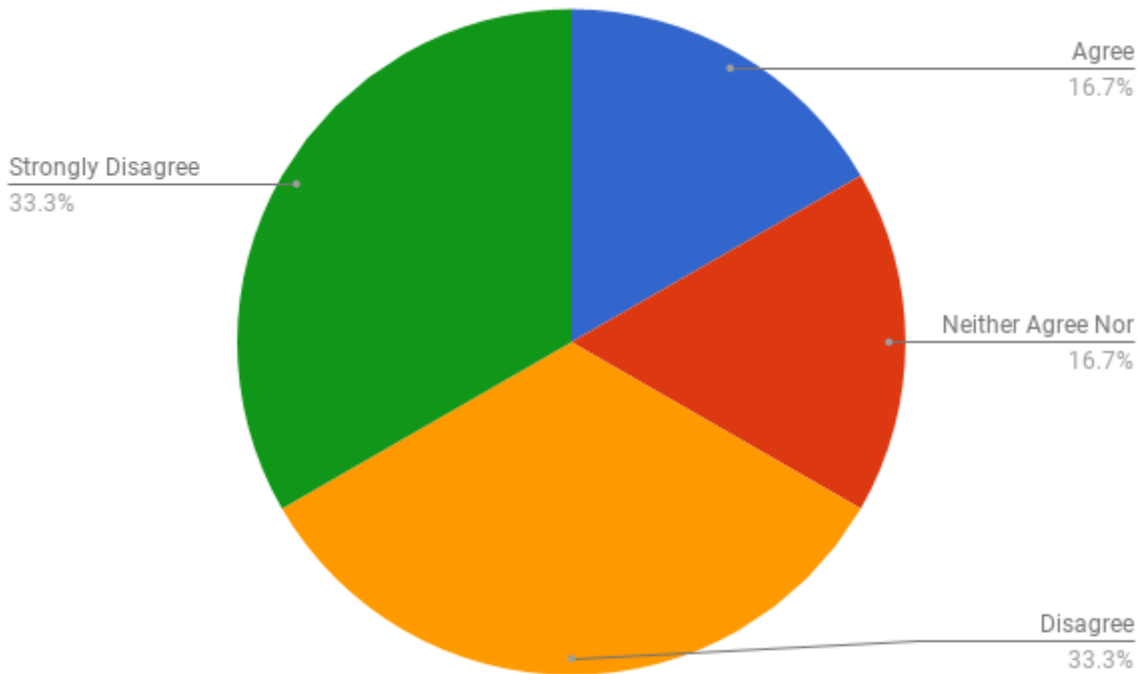


126. The administration recognizes staff involvement in academic affairs and program development.

Overall USM data:

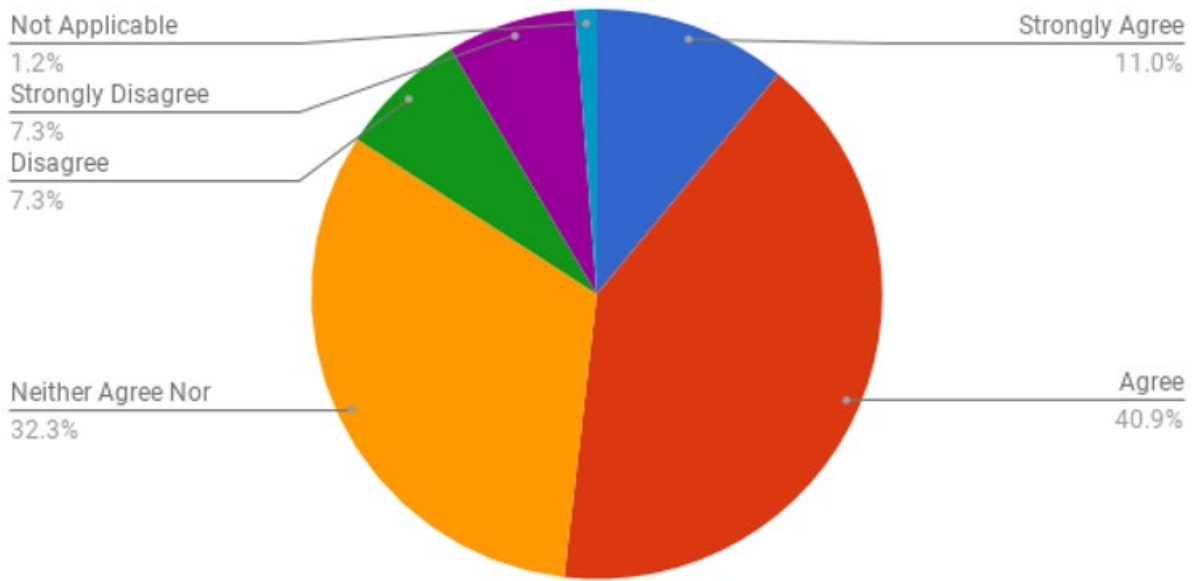


UB Institutional Data:

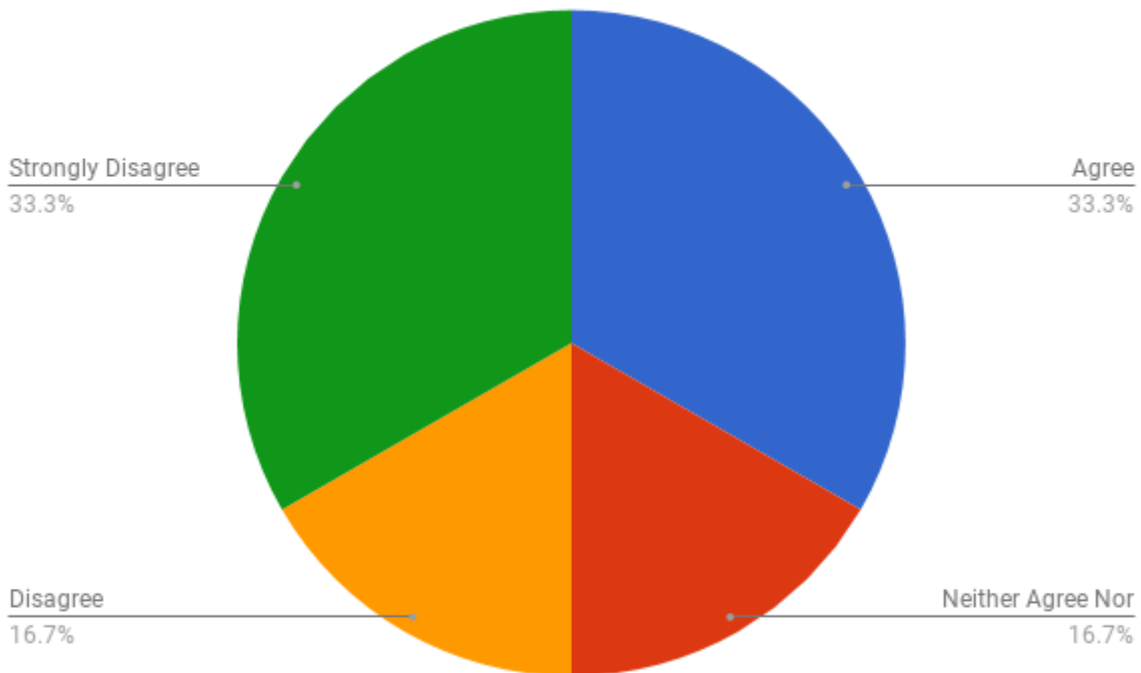


127. The administration supports staff involvement in staff selection and hiring.

Overall USM data:

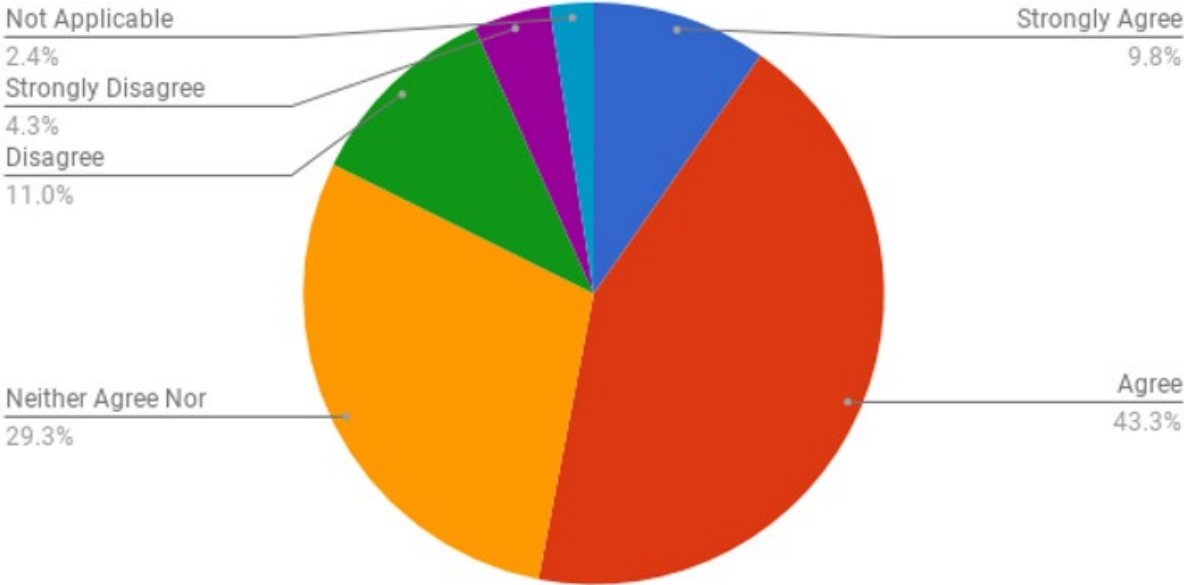


UB Institutional Data:

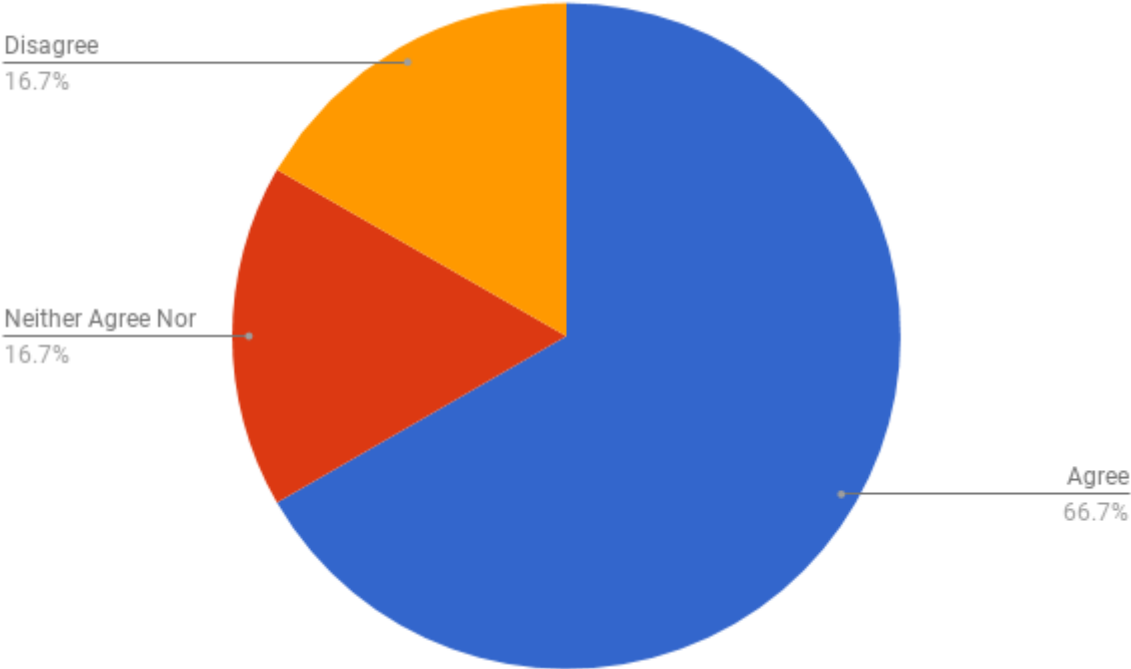


128. Structures and processes that allow for shared governance are clearly defined in the governance documents (e.g. staff handbook).

Overall USM data:



UB Institutional Data:



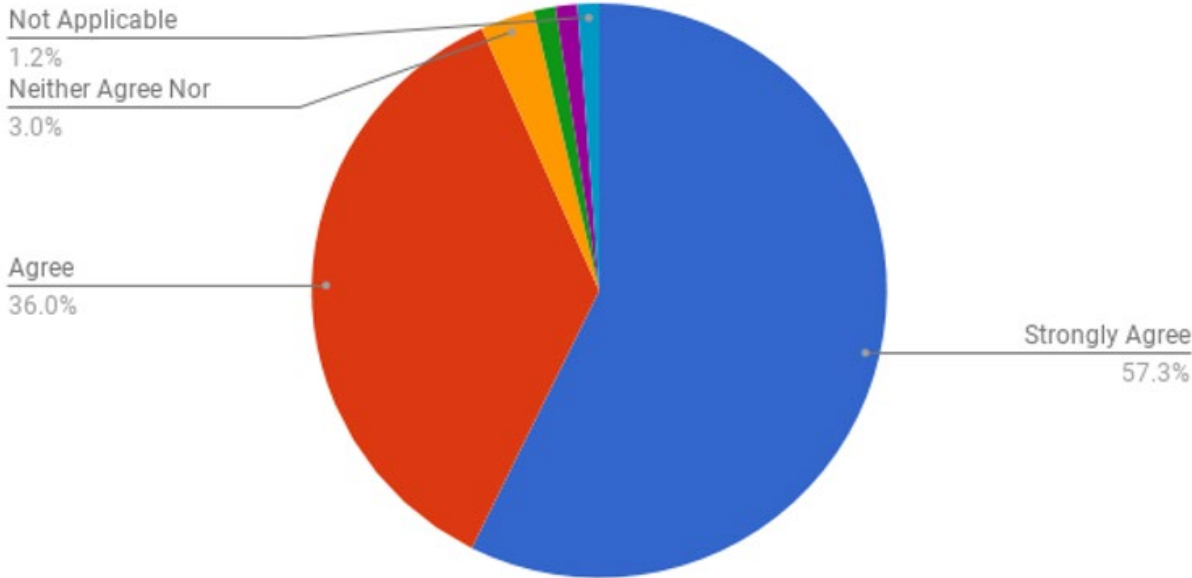
Survey comments on “Joint Decision Making”:

- Most of the time, staff have to ask to be on committees, but it's getting better and we are never refused.
- The administration has allowed staff to be part of the strategic planning and budgeting committee, after push-back on the original structure of the committee (which excluded staff to a large degree), however individual staff who were appointed are now having to justify wanting to continue their membership and staff senate has not been given an opportunity for input on the continued makeup of the committee. Shared governance documents are only followed to the extent that faculty wish them to be.

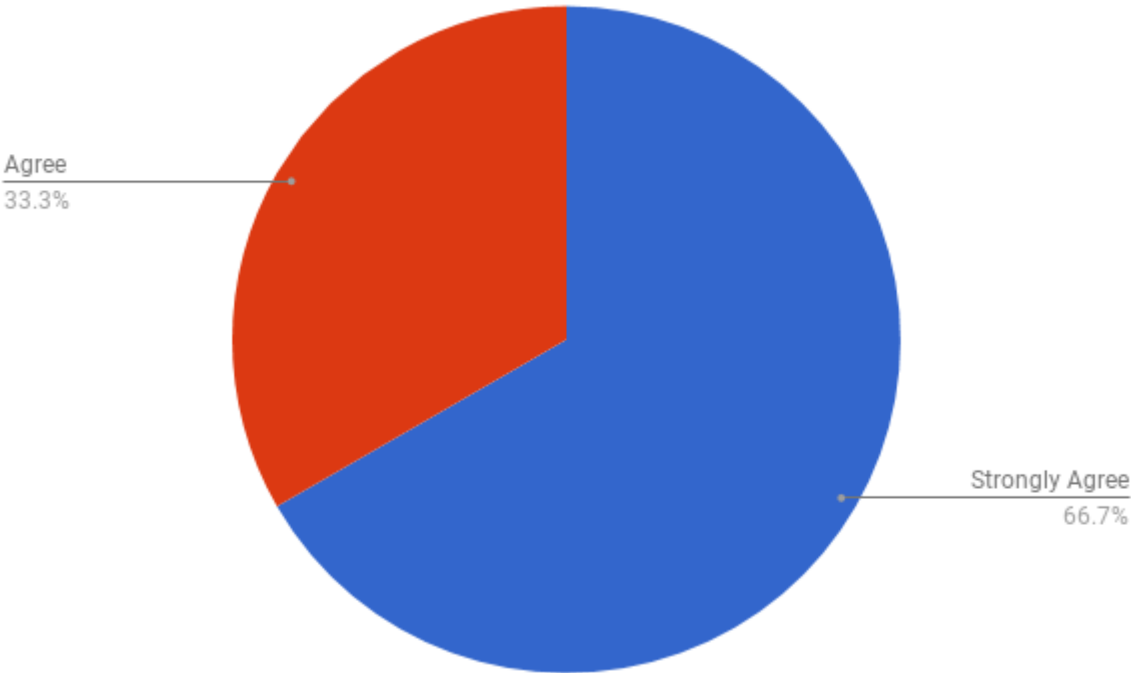
Structural Arrangements for Shared Governance

129. The staff senate and/or other institution-wide governance bodies meet on a regular basis.

Overall USM data:

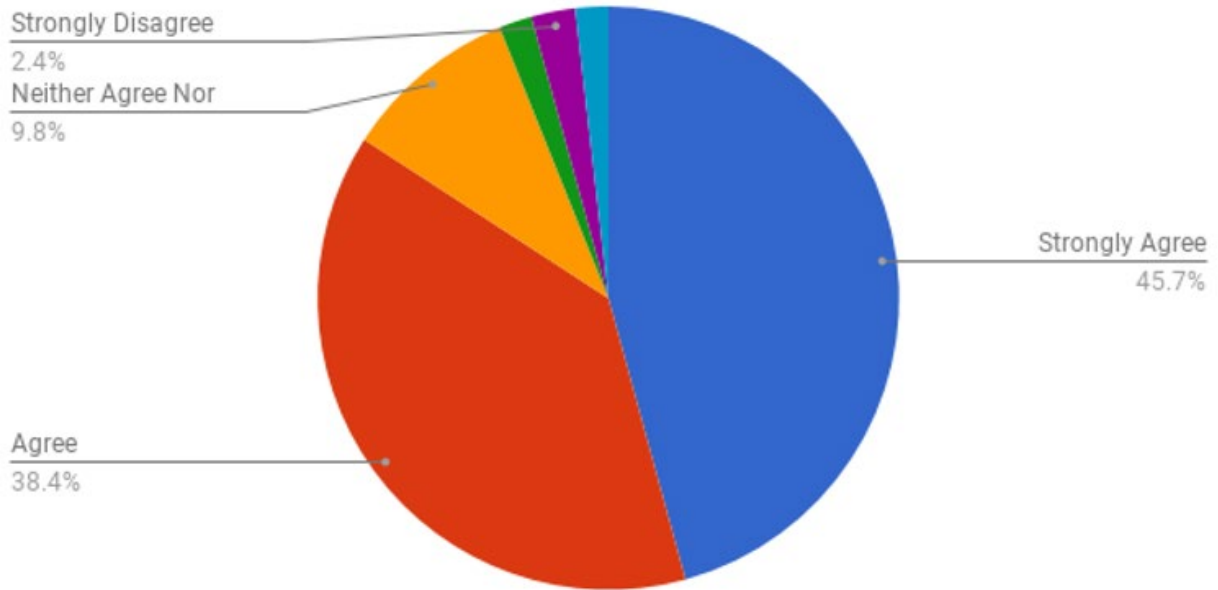


UB Institutional Data:

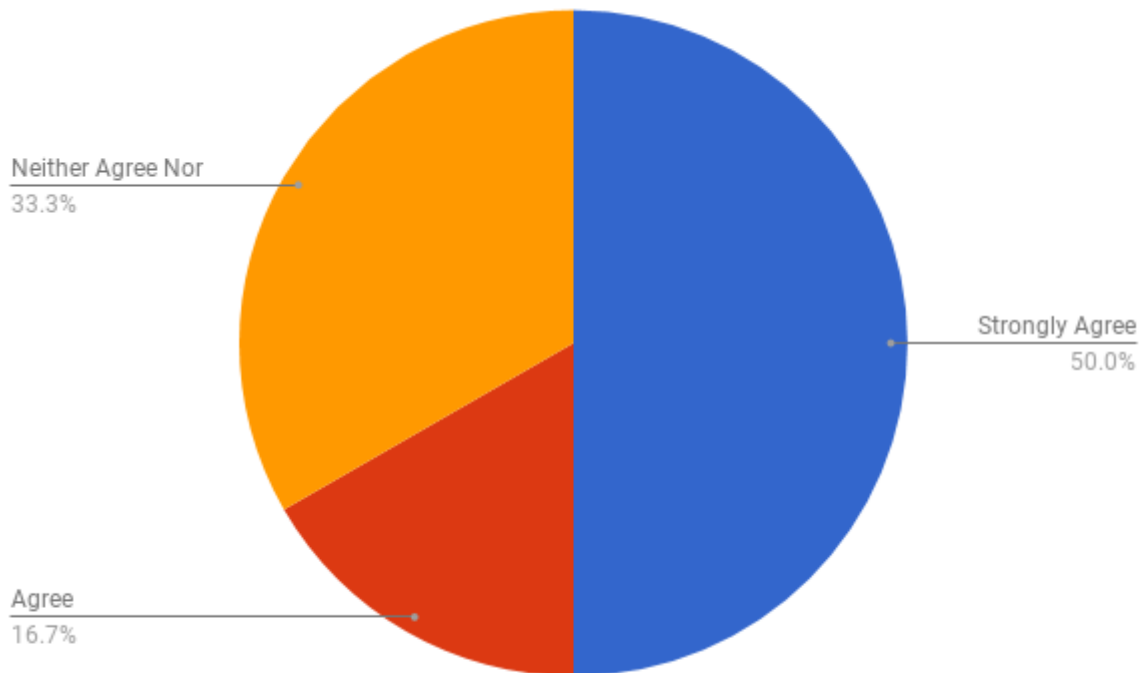


130. Staff determine how their own representatives are selected.

Overall USM data:

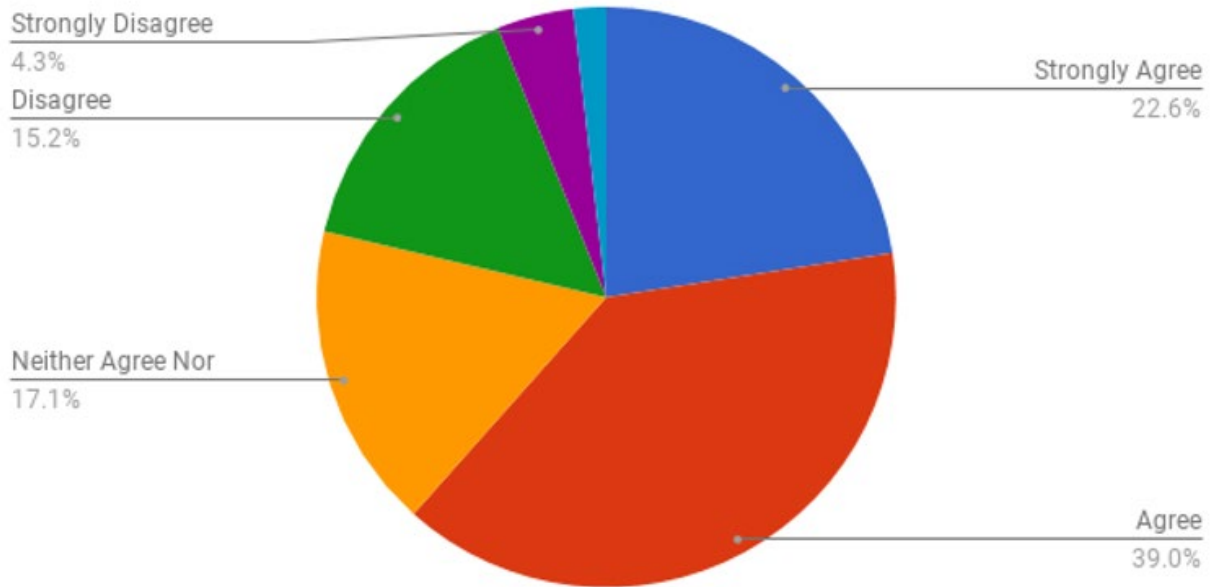


UB Institutional Data:

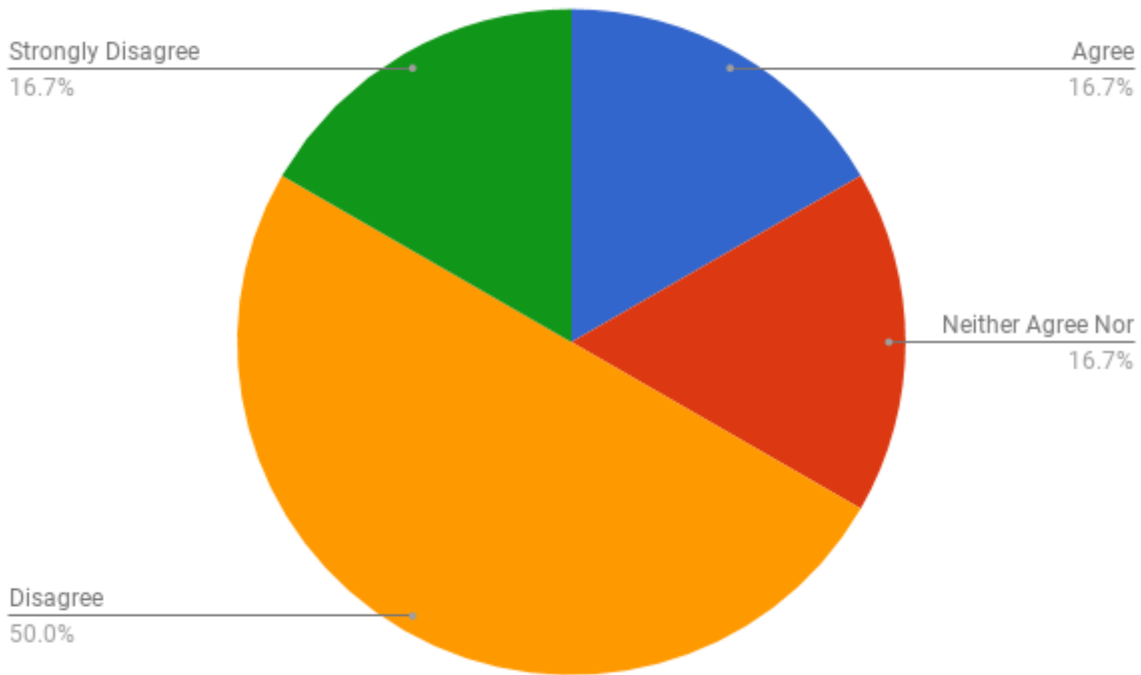


131. The administration provides adequate institutional support for shared governance to function (budget, liaison, etc.).

Overall USM data:



UB Institutional Data:



Survey comments on “Structural Arrangements for Shared Governance”:

- Staff Senate receives no support for meetings. We had a small budget to provide lunch during our monthly meetings (~\$1,200 per year). The staff senate took it upon ourselves to get rid of lunch in hopes of using these funds for something of value. We asked the President if these monies could be used for staff development and we were denied. We were told by the President's Assistant there was no budget for these items. We asked the President's Assistant to clarify this statement. Because it seems like there is something in place to pay for food, but just not staff development. The response was the same.
- There is inequity in the institution's support: Faculty senate chair and vice-chair receive compensation and course release. Staff senate chair receives a stipend; no stipend is provided for the vice-chair of staff senate.

Other

132. Is there anything else you wish to communicate regarding shared governance on your campus? (Open-ended question)

- There is shared governance in name only at UB.
- Despite my comments this administration is better to work with than the previous, but I almost prefer the previous because at least then, no one was getting information. Now, it's only one group. In 2016, our University was going through the Middle States Accreditation. It came to light that the University would benefit from a Strategic Planning and Budgeting Committee. So faculty senate leaders and senior administration took it upon themselves to form a committee. The Staff Senate and SGA were not involved in the process until it came time to pass the resolution. Students abstained and staff voted no. Since this time, staff have become hyper-sensitive to communication between the Shared Governance groups and Senior Administrators. The faculty senate meeting mentioned earlier is another example of this. Information was given to only one group. Unfortunately, these two examples are not the only time this has happened. The staff might have broken through because we have received requests from both the President and Provost to meet with Staff Senate Executive Board.

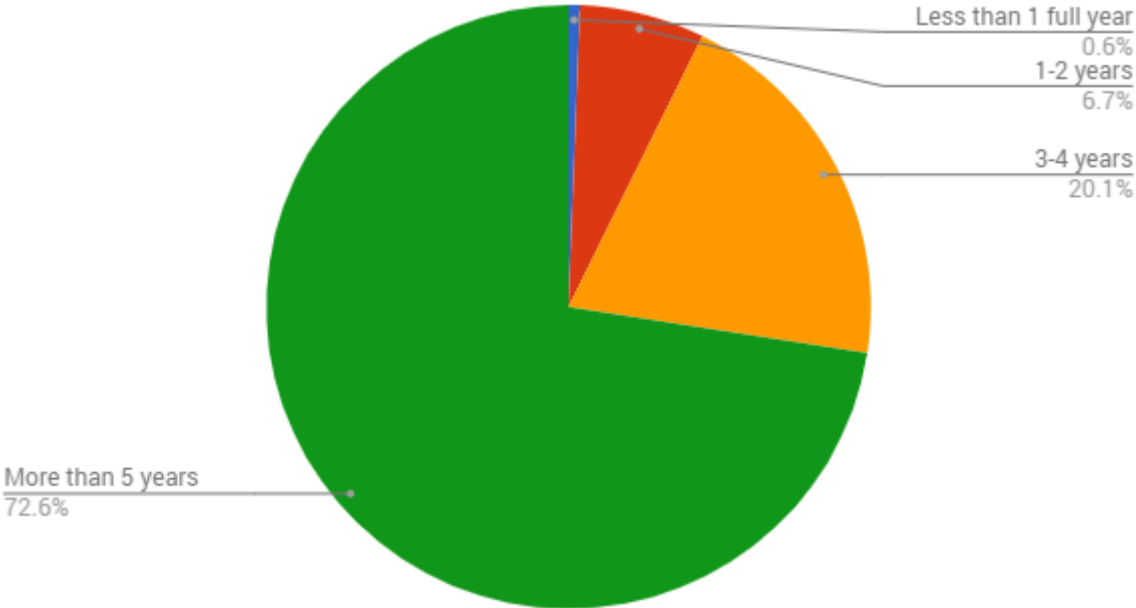
CUSS Shared Governance Survey 2017-2018

University of Maryland, Baltimore (UMB) Report

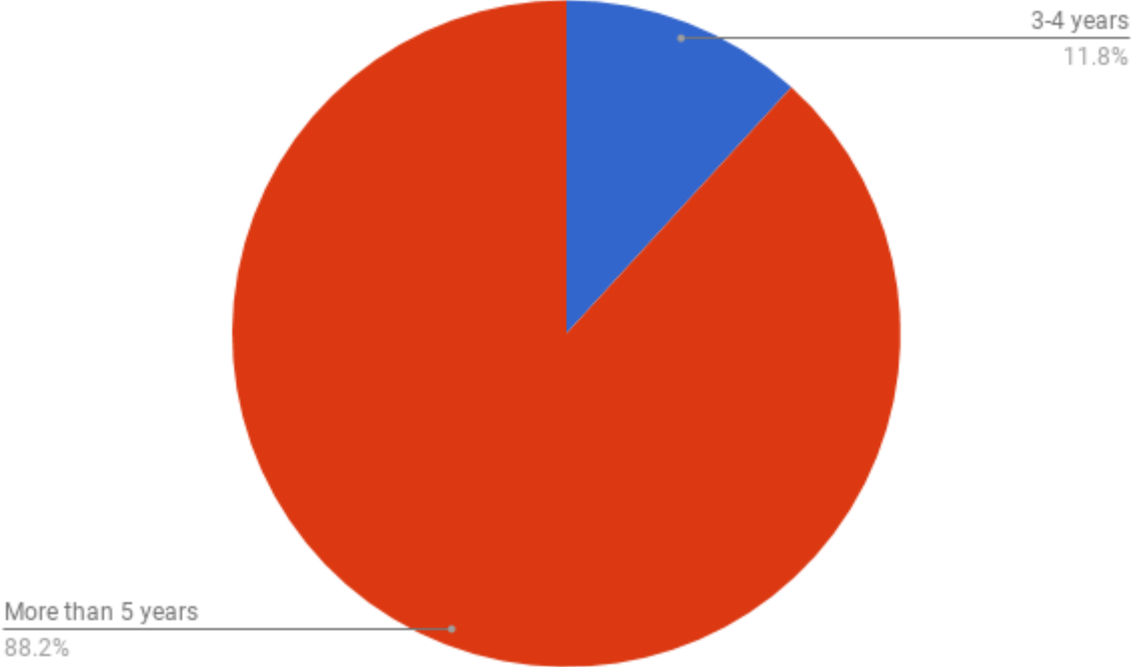
Total Participants: 17

Length of service at institution

Overall USM data:

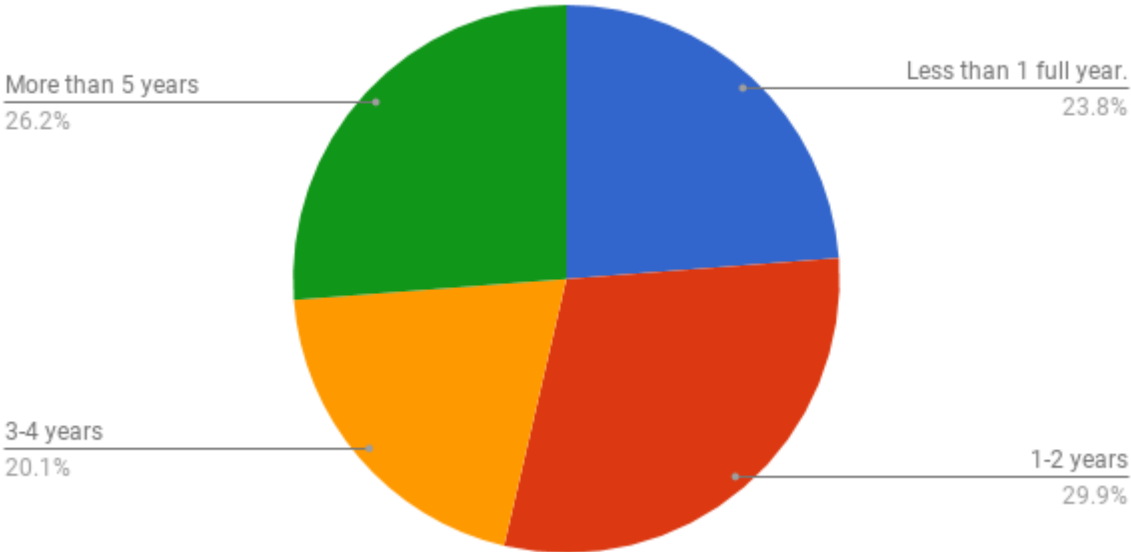


UMB Institutional Data:

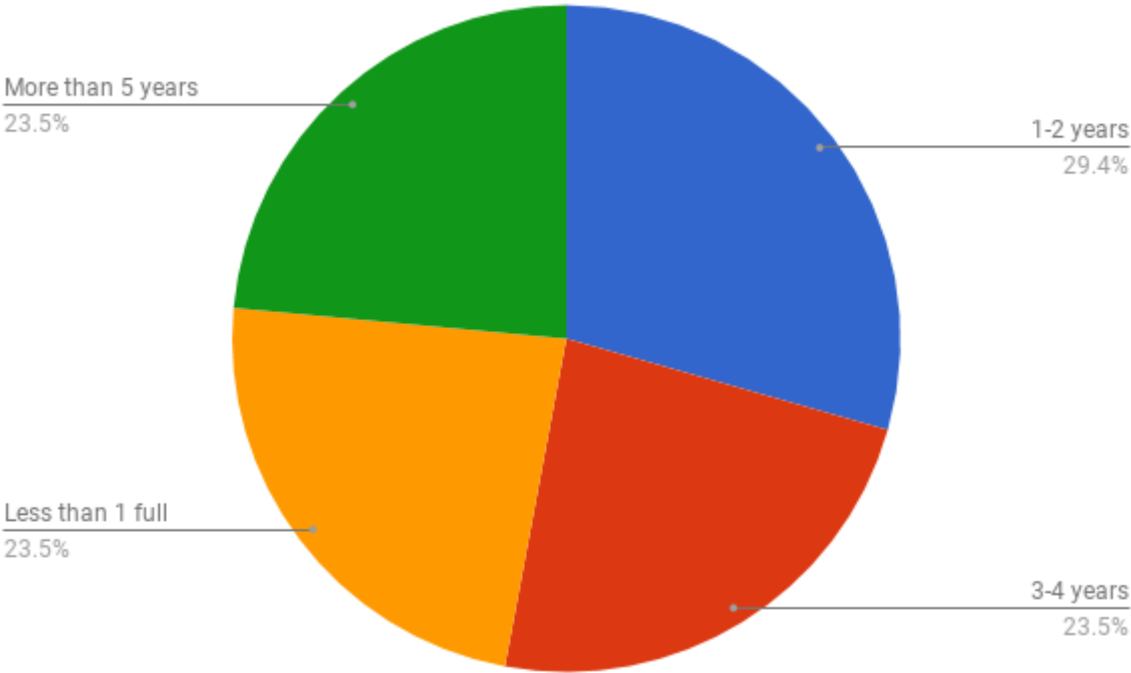


Length of involvement in staff Shared Governance

Overall USM data:



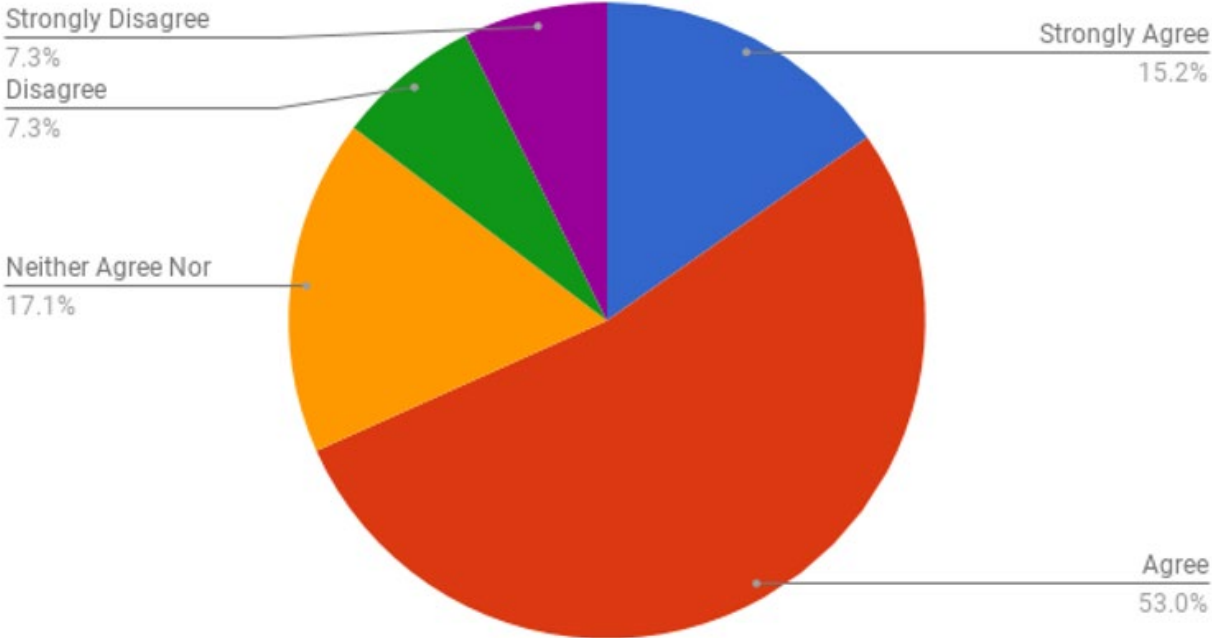
UMB Institutional Data:



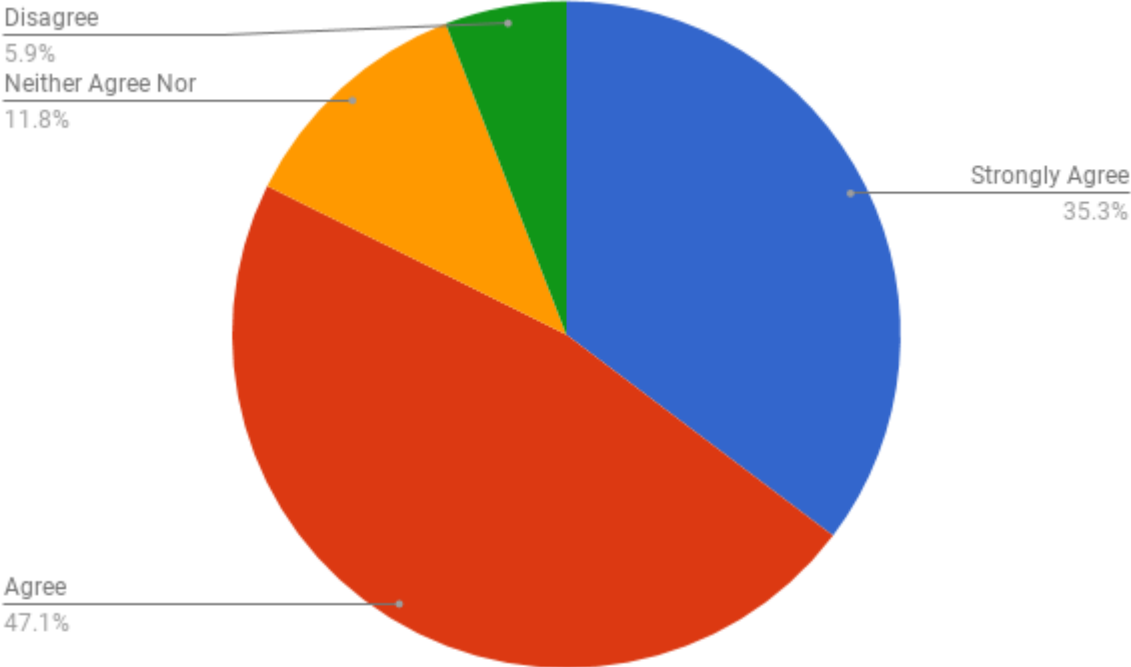
Climate for Governance

133. Shared governance on our campus is alive and healthy.

Overall USM data:



UMB Institutional Data:



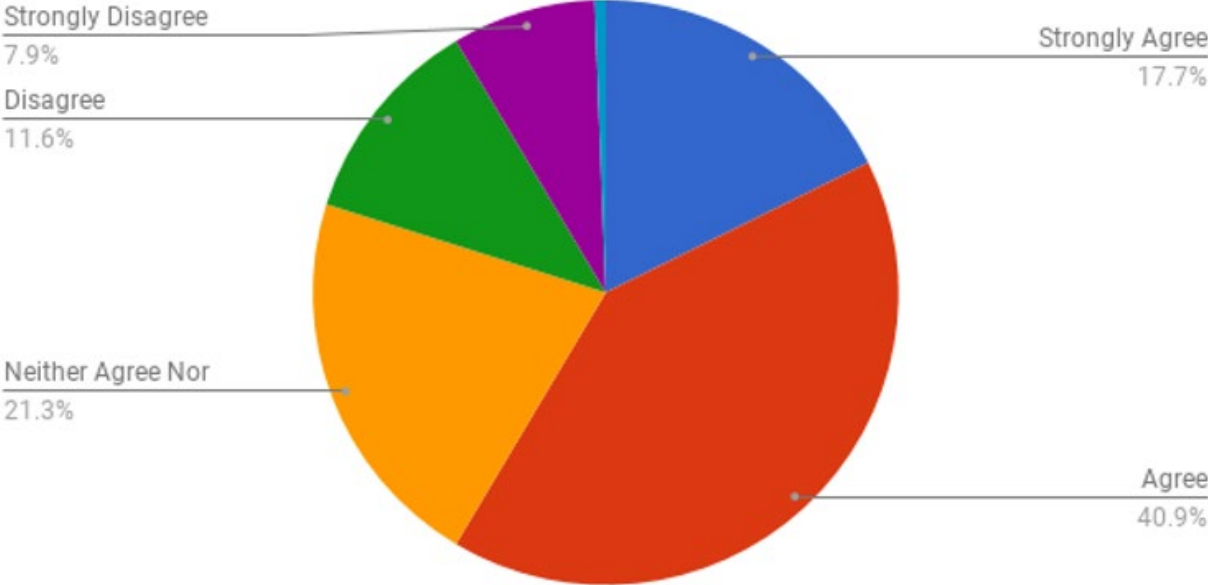
Survey comments on “Climate for Governance”:

- Our Executive Committee meets regularly with our campus President.
- UMB's Senior Leadership, including the President, Chief of Communications, Chief of Police, VP of Admin & Finance, and VP of HR all communicate regularly with the Executive Committee and attend some, if not all, monthly meetings. Our recommendations are taken seriously and Senators are often recruited for leadership strategic planning, hiring searches, and working groups to develop new initiatives to better our campus community and staff development. In addition, we are working with the Deans of each professional school on campus to discuss shared governance and determine priorities on a school-level as well as a campus level.
- Since this is my first year, it is not quite clear how shared governance is perceived by the campus. I think President Perman does an excellent job communicating issues presented to the campus. However, it is not clear how staff in particular can impact how the campus chooses to respond to those issues.
- It has been beneficial for those that know and care about shared governance.

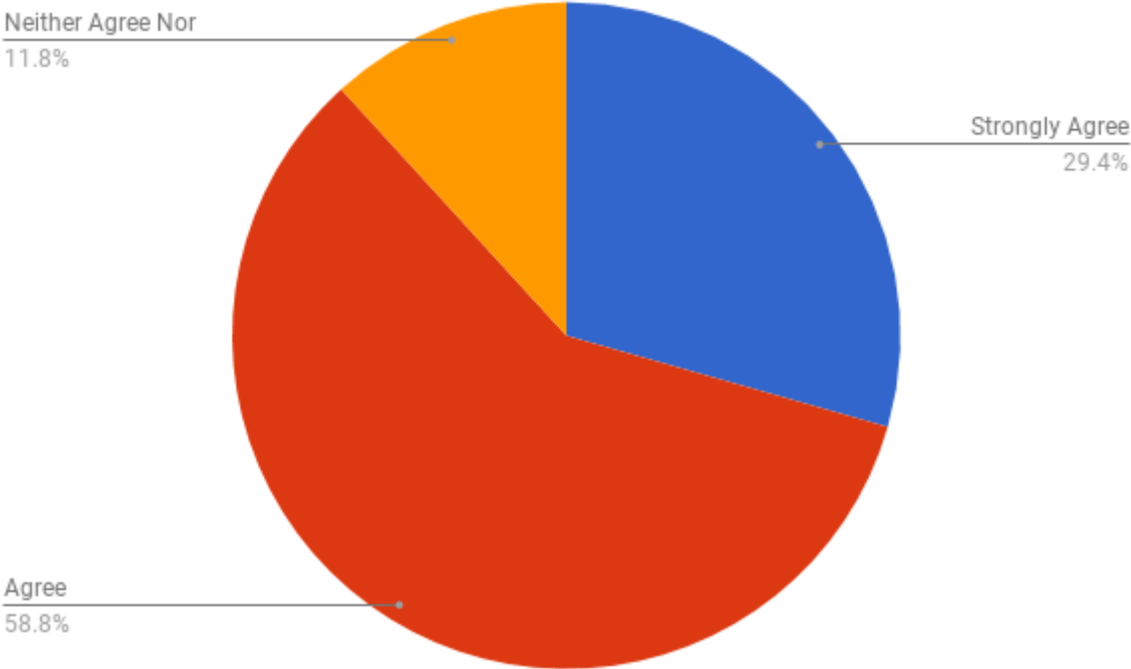
Institutional Communications

134. There is excellent communication and consultation between the administration and the staff and senate leaderships.

Overall USM data:

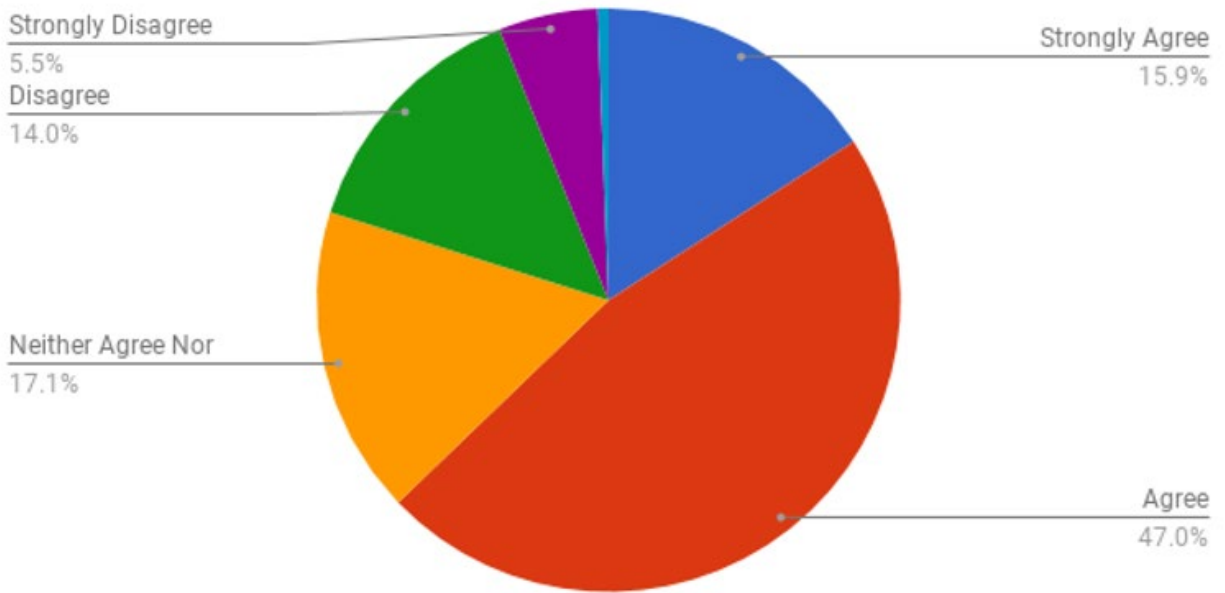


UMB Institutional Data:

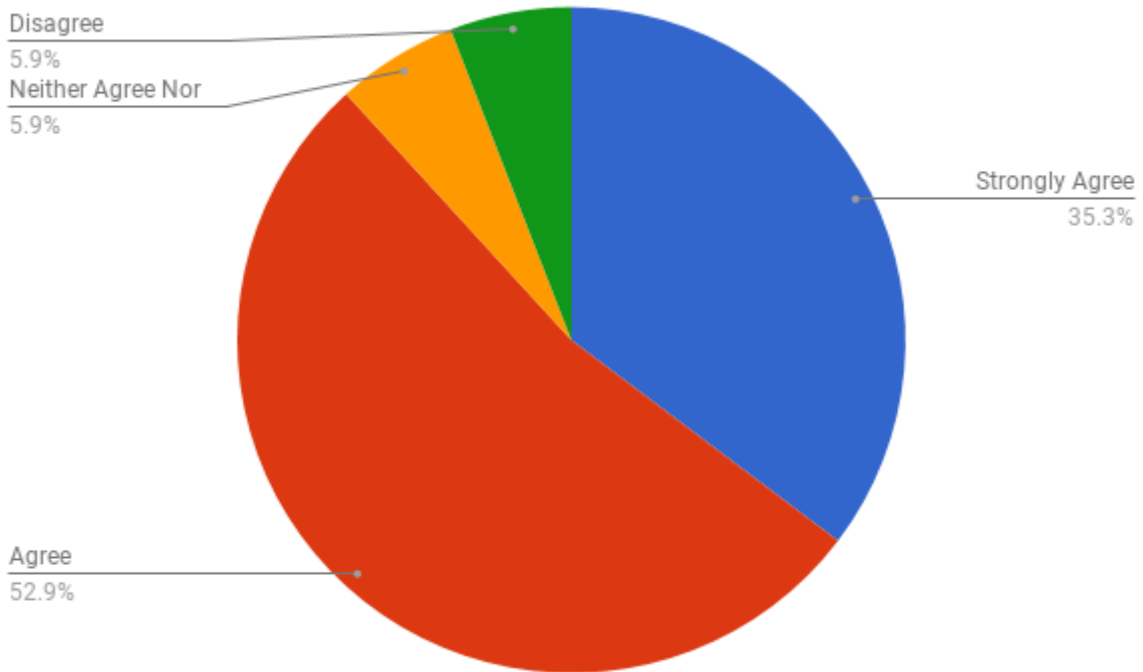


135. Staff can openly communicate governance issues with cabinet/upper management.

Overall USM data:

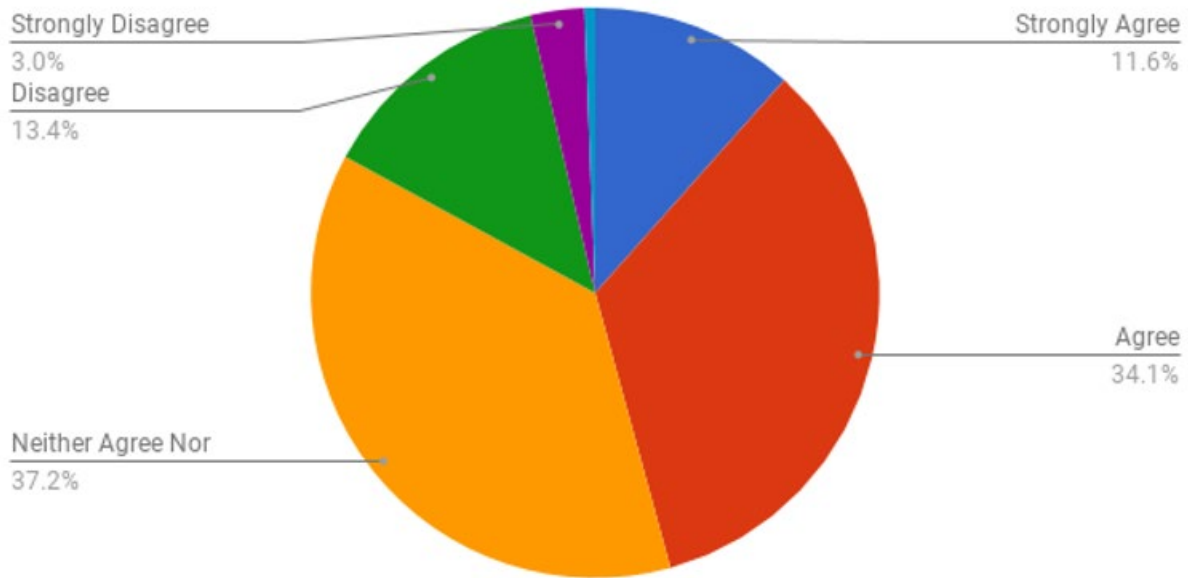


UMB Institutional Data:

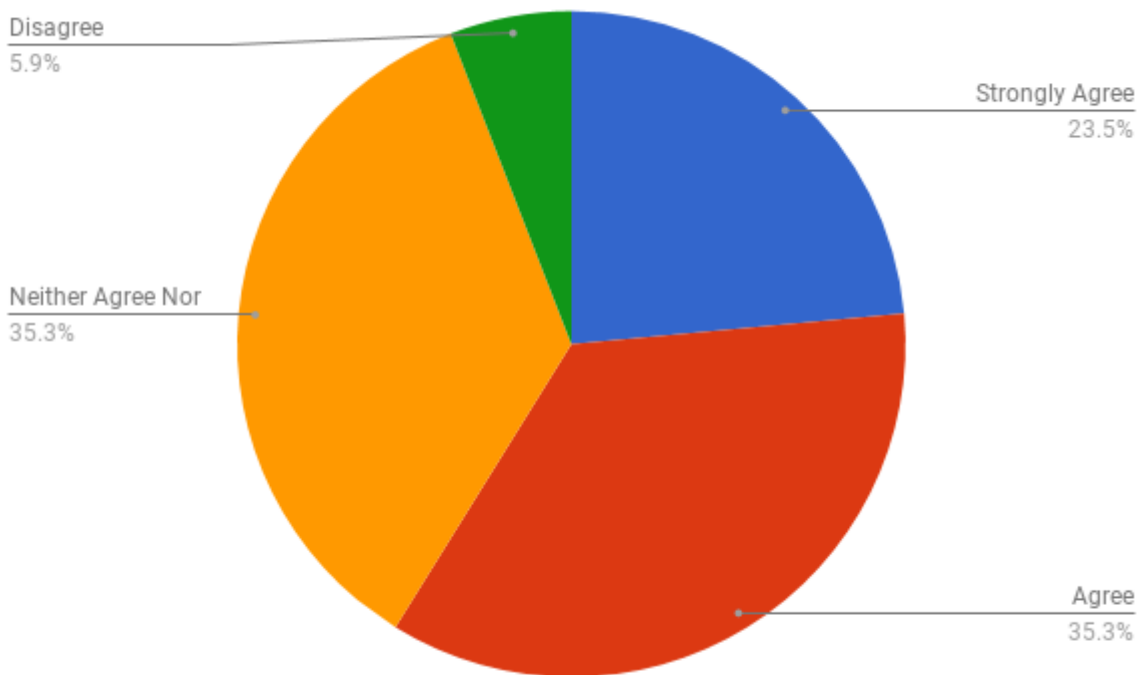


136. Feedback is presented in a timely manner, be it positive or negative.

Overall USM data:



UMB Institutional Data:



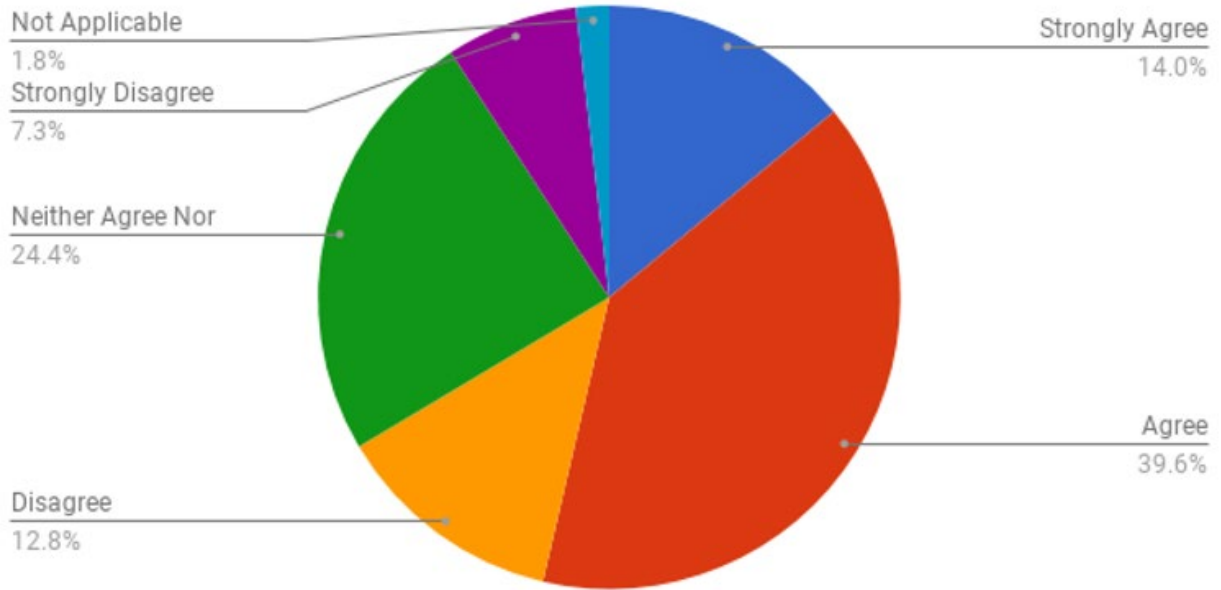
Survey comments on “Institutional Communication”:

- We are fortunate to have a strong Senate and senior leadership aligned in Strategic Planning. Through our work this year in getting senior leaders to attend and present at our monthly meetings, we have strengthened our visibility with Senior leaders. Senators have also worked to be more present at campus-wide events and representing the Senate to be more visible to the employees we formally and informally represent.
- Even though civility is a core value at UMB, it is not always exercised by leadership. To bring forward a complaint becomes a risk. For example, faculty who bring in large amounts of research funding or are in top positions, are often excluded from the expectation of civility.
- Not all administration participates in staff senate. Those that do may have their own agendas which may not always be helpful or practice their own version of shared governance that is helpful to the community.

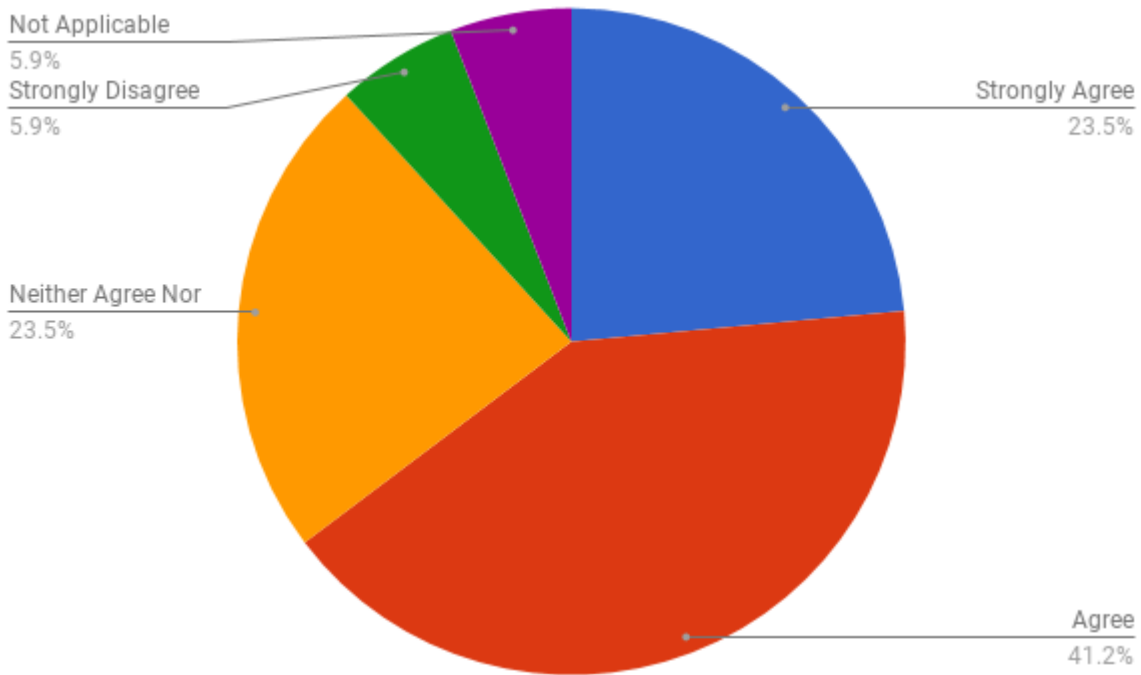
Senate's Role

137. The staff senate plays an important role in providing academic and administrative functions at the university.

Overall USM data:

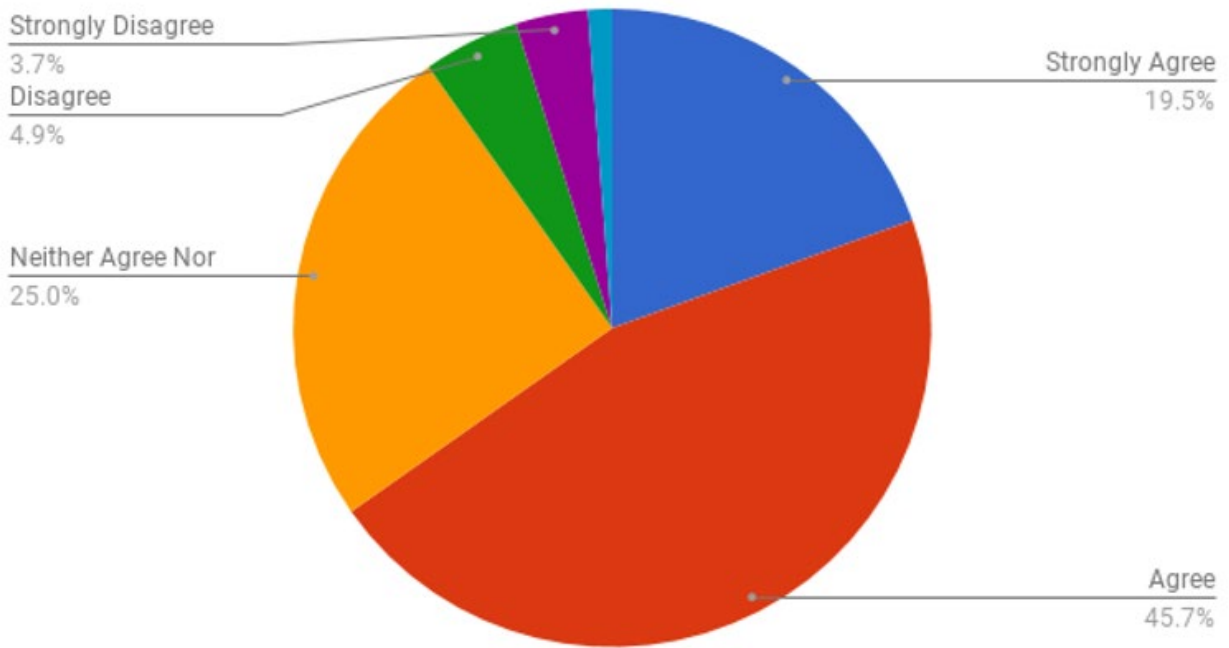


UMB Institutional Data:

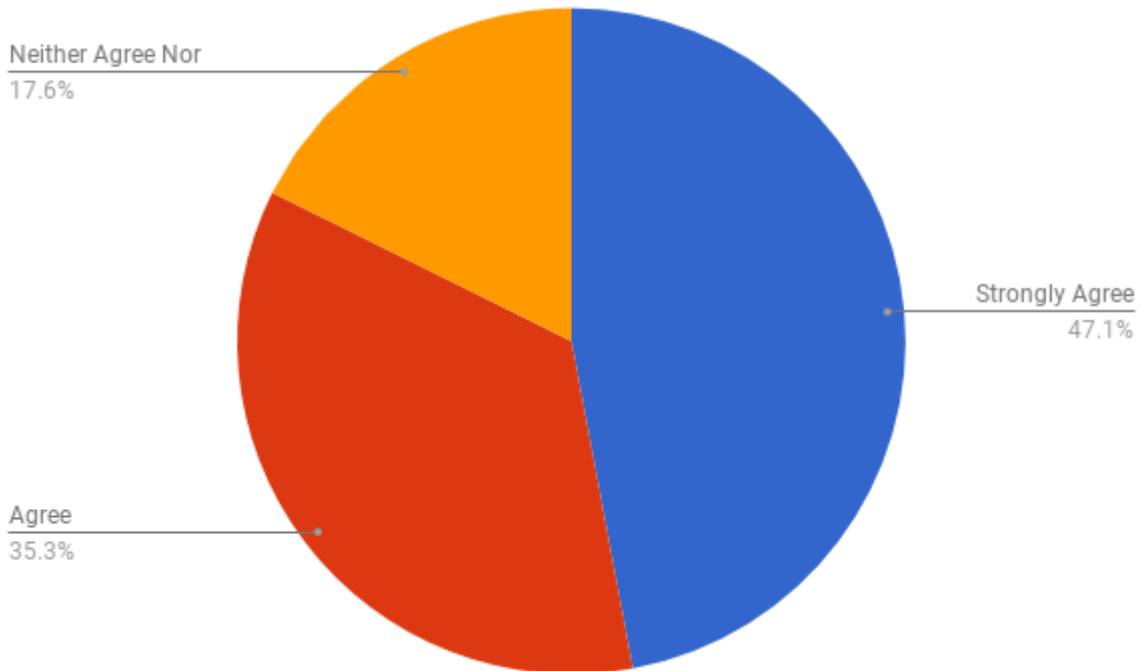


138. Your role with staff senate is valued.

Overall USM data:



UMB Institutional Data:



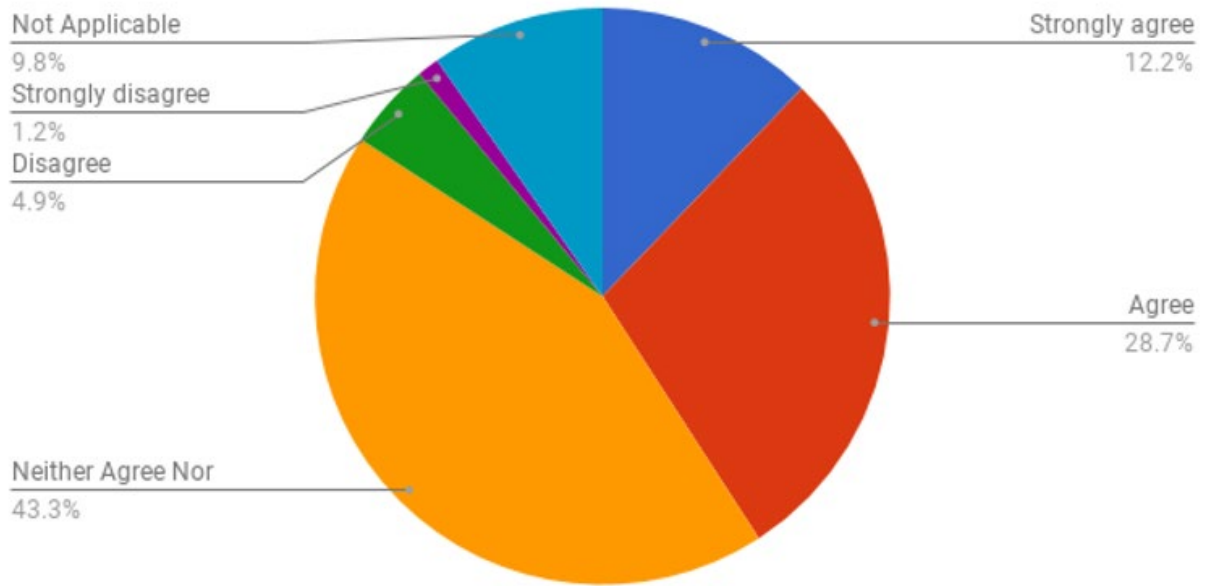
Survey comments on “Senates Role”:

- Senators have been able to participate in Campus wide workgroups and committees.
- I'm answering this survey as President of our Staff Senate. While we are given many opportunities to participate in planning, it can be a challenge for the Senate to take the lead role in activities and have senior leaders participate in our work. We can identify areas of concern and opportunities for improved policies/communications, however it's not always feasible for us to participate in the actual change or for senior leadership to actively pursue those opportunities based on current priorities and needs.

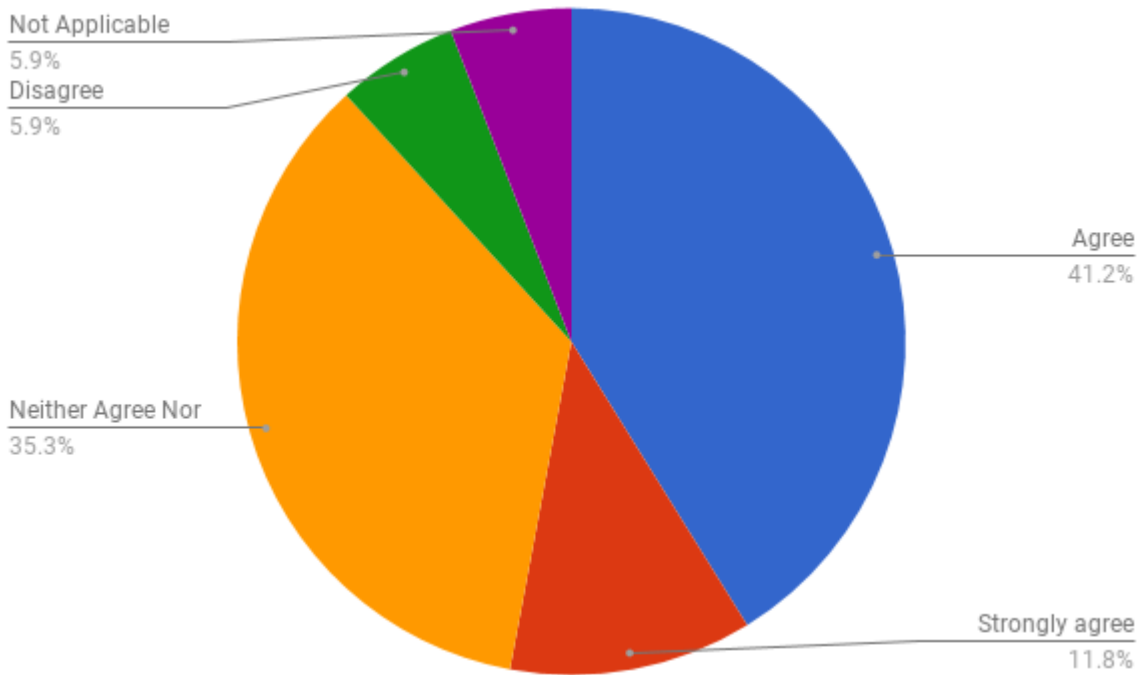
The President's Role

139. Other than on rare occasions, the president seldom overturns staff decisions and recommendations.

Overall USM data:

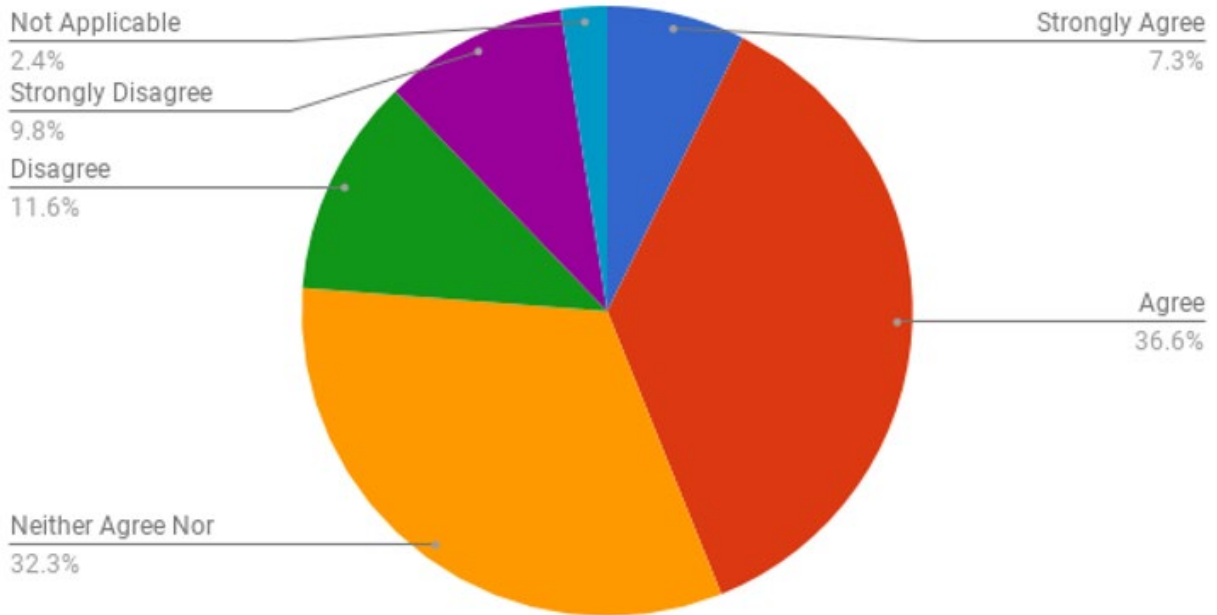


UMB Institutional Data:

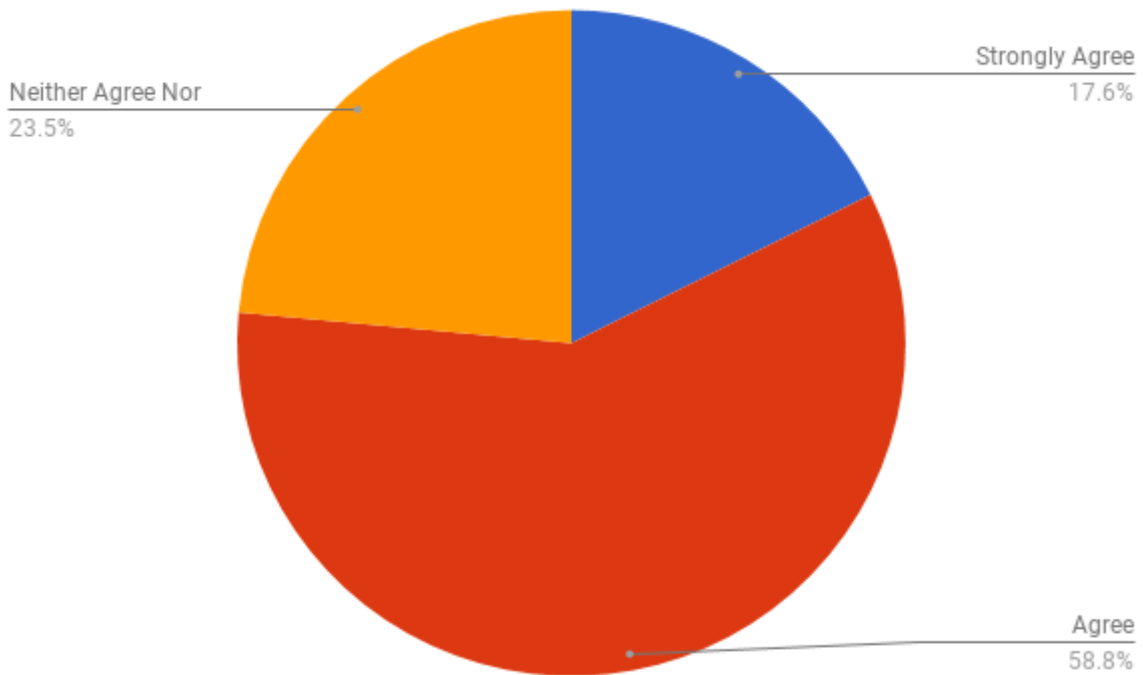


140. The president seeks meaningful staff input on those issues (such as budgeting) in which the staff has an appropriate interest but not primary responsibility.

Overall USM data:

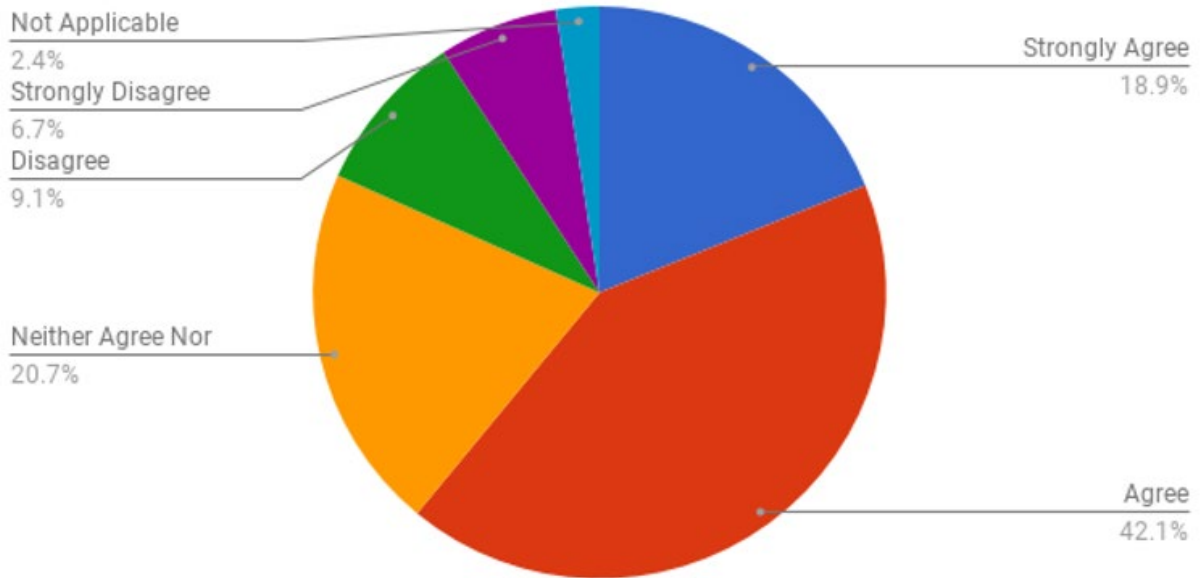


UMB Institutional Data:

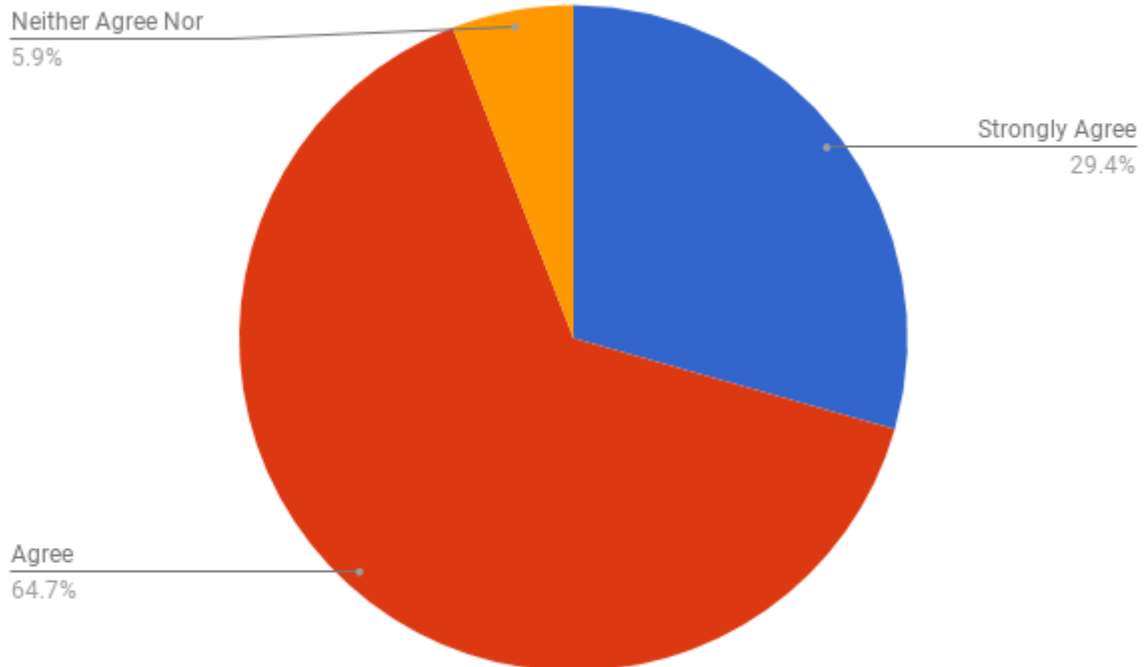


141. The president is transparent in communicating decisions, changes and recommendations.

Overall USM data:

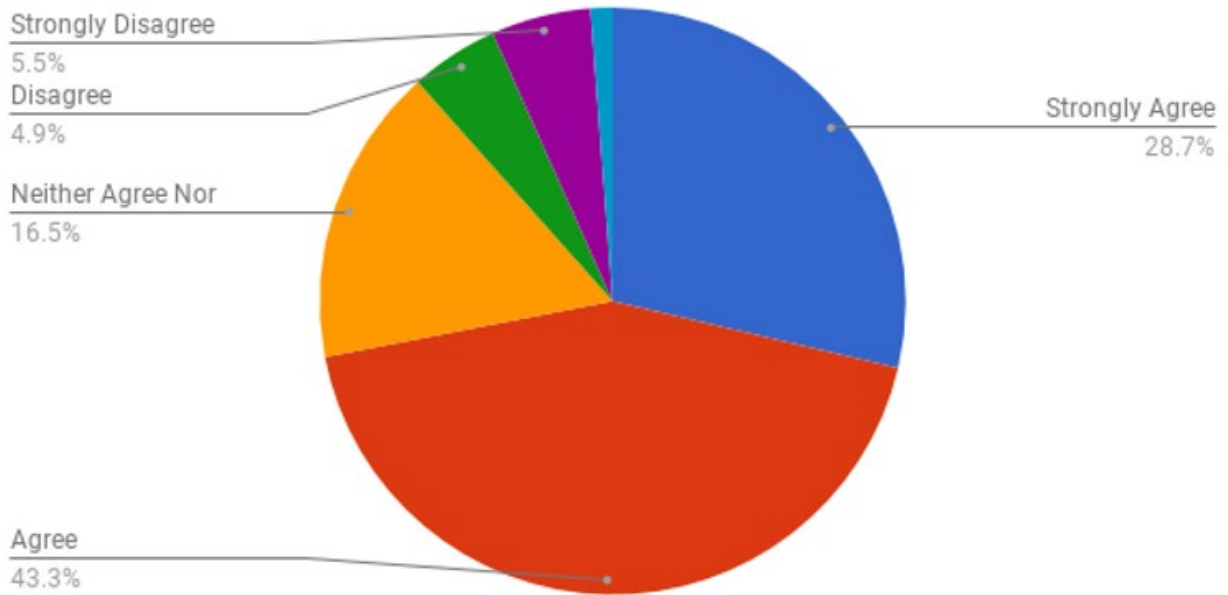


UMB Institutional Data:

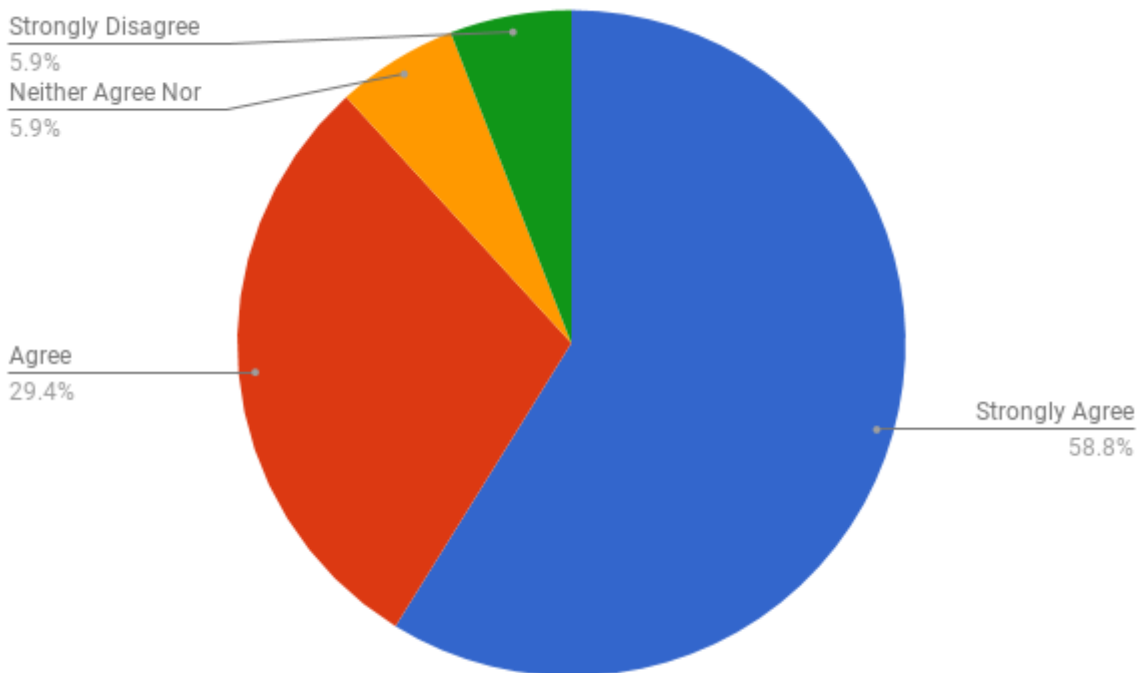


142. The president supports and advocates the principles of shared governance within colleges, divisions, and departments.

Overall USM data:

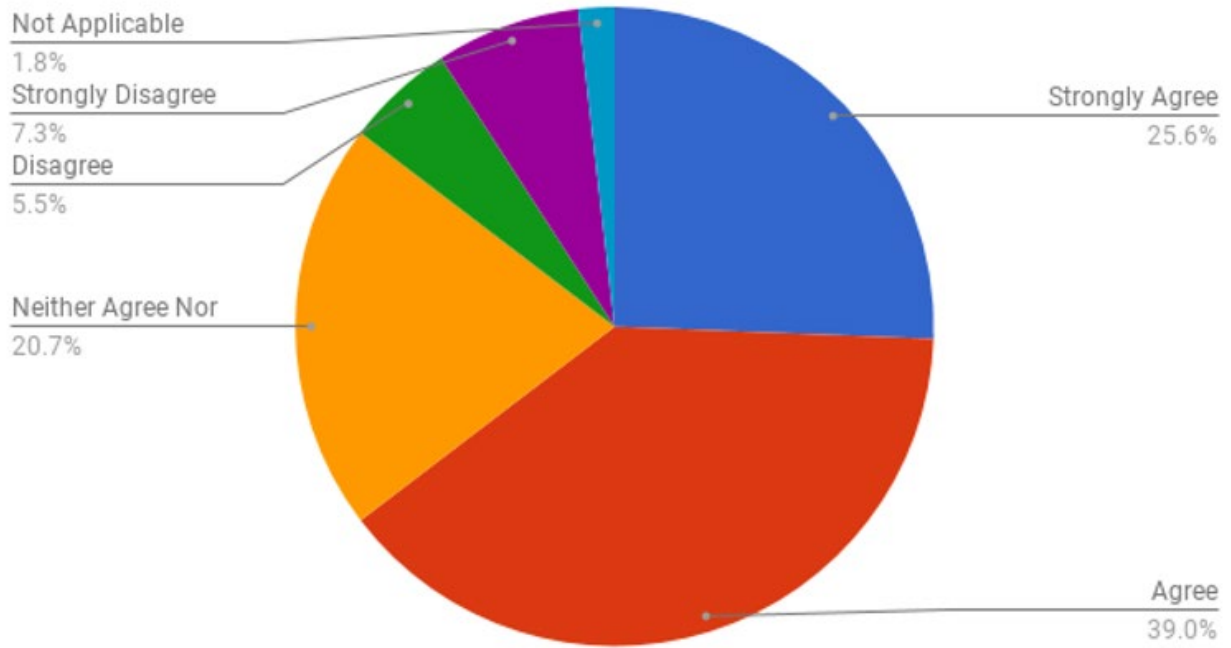


UMB Institutional Data:

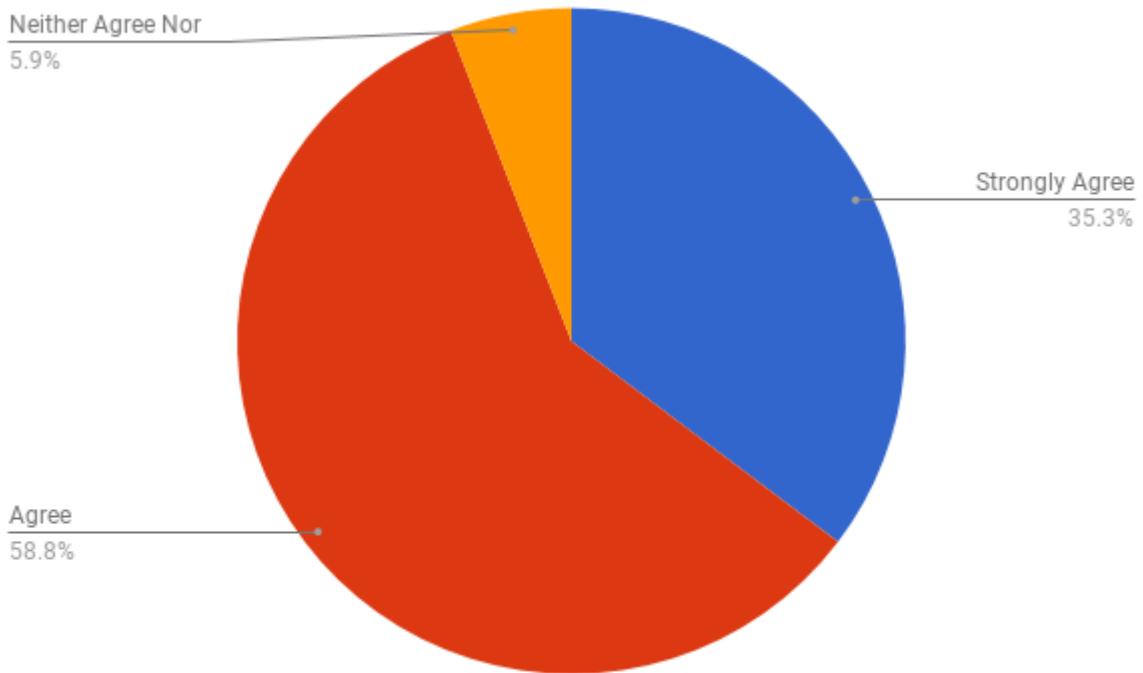


143. There is open communication with staff senate.

Overall USM data:



UMB Institutional Data:



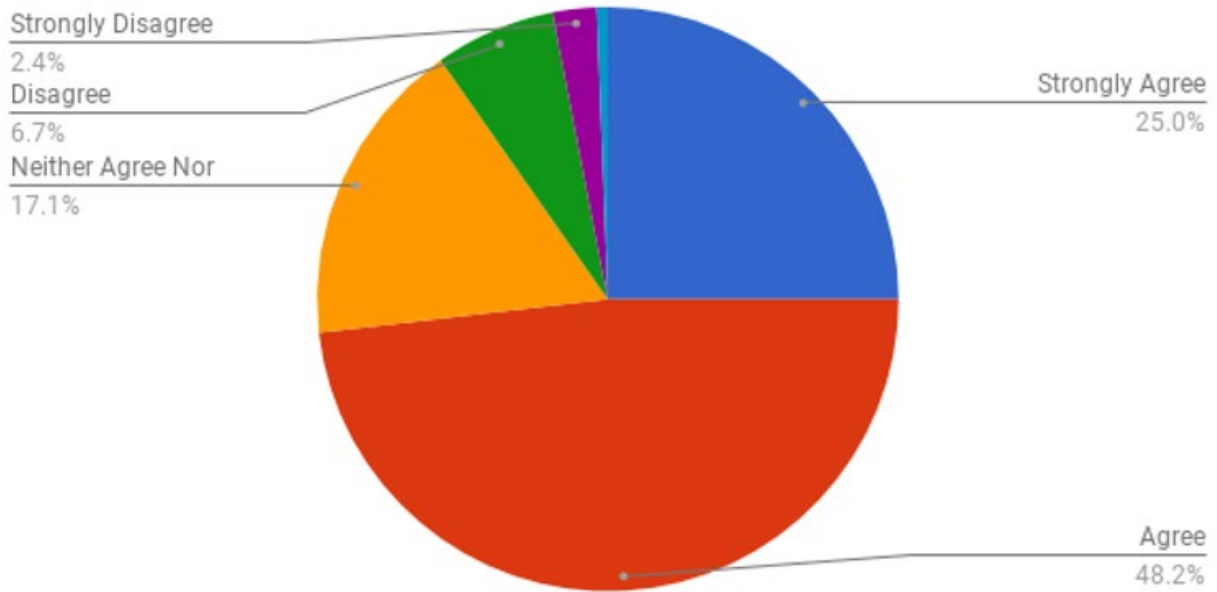
Survey comments on “The President’s Role”:

- On this campus, the president does not advocate for the shared governance to other departments or schools. It is a bottom up approach of having the staff senate come to the president with ideas and/or concerns to help foster a better community.

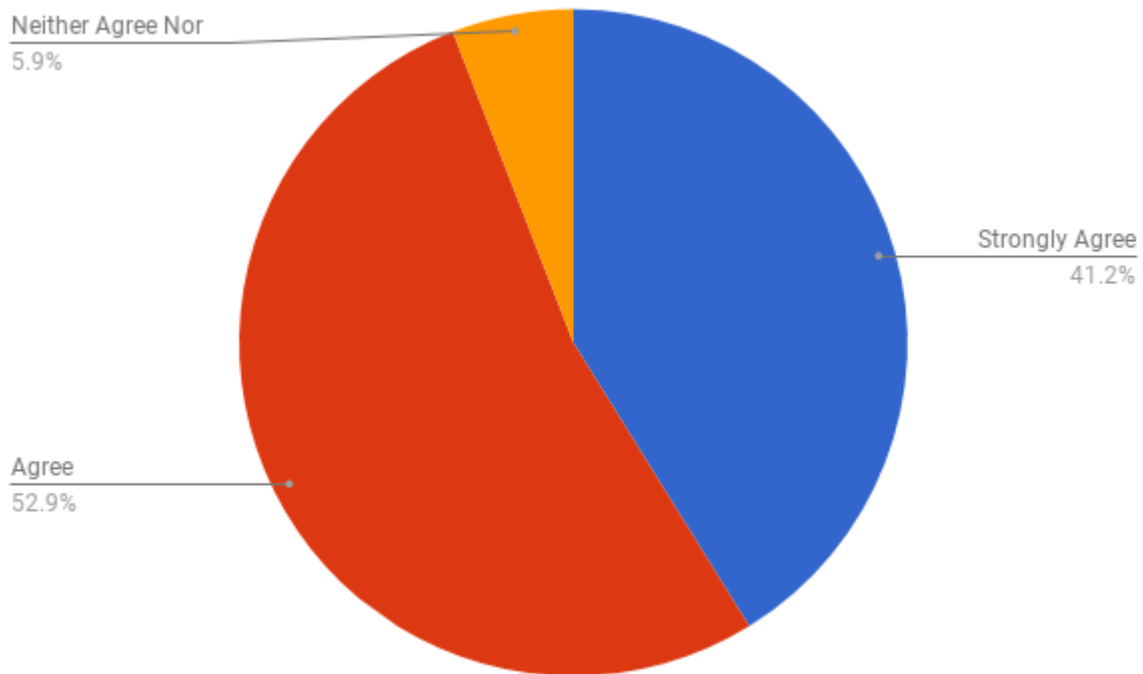
The Staff's Role

144. The administration is supportive of staff involvement in shared governance.

Overall USM data:

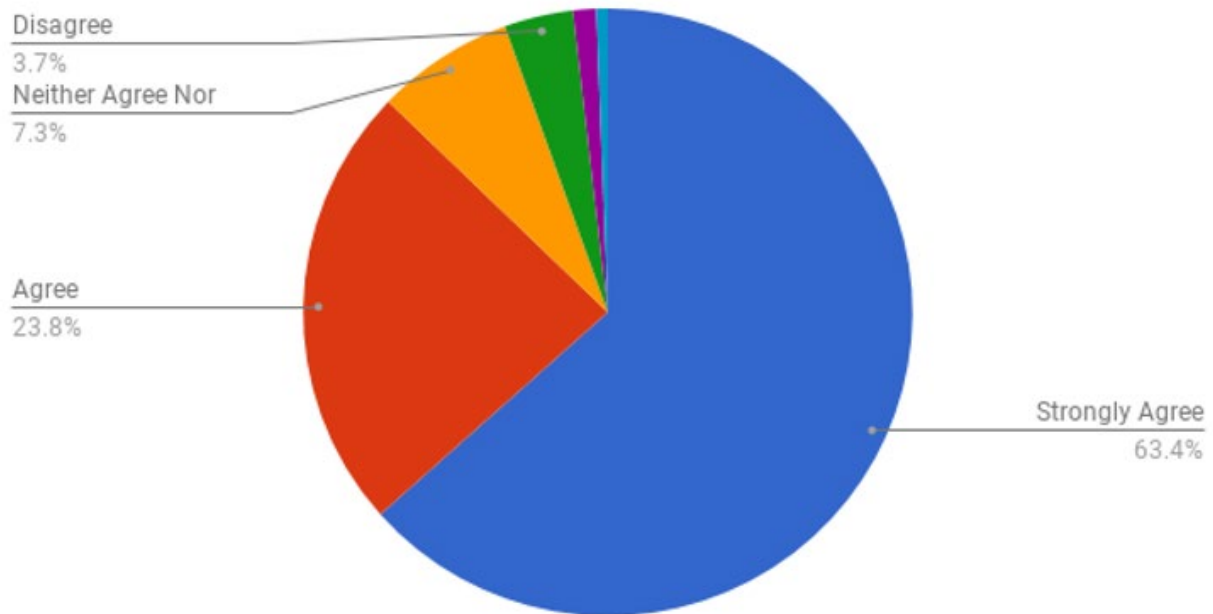


UMB Institutional Data:

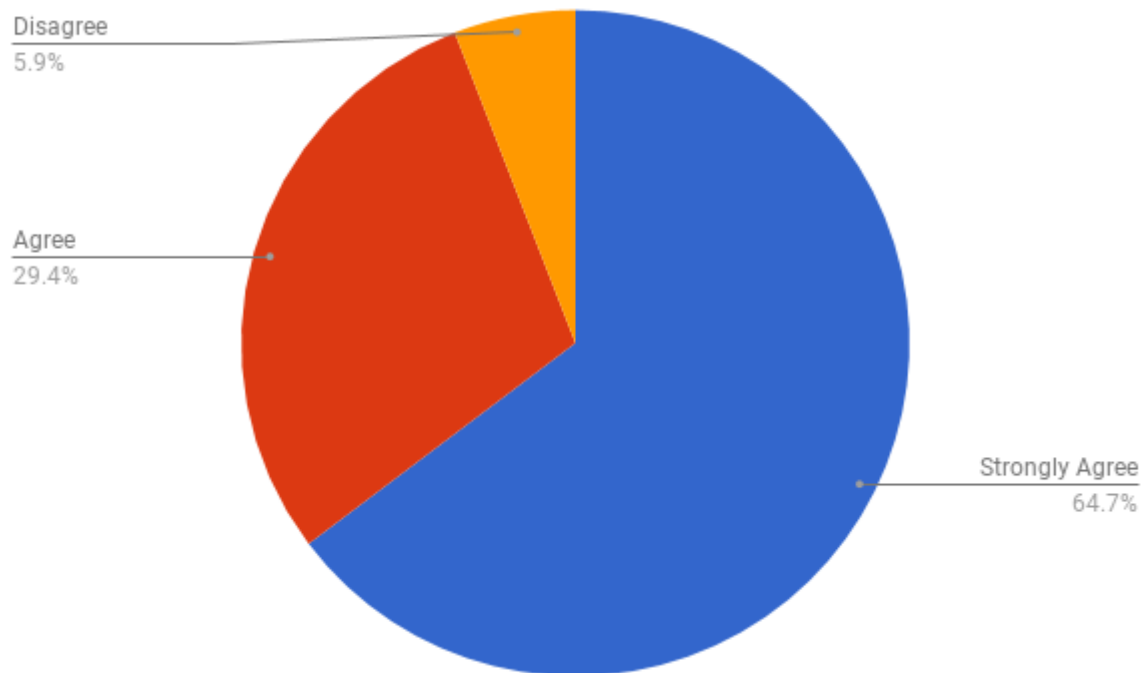


145. My immediate supervisor is supportive of my involvement in shared governance when I need to attend a related event or meeting during work hours.

Overall USM data:



UMB Institutional Data:



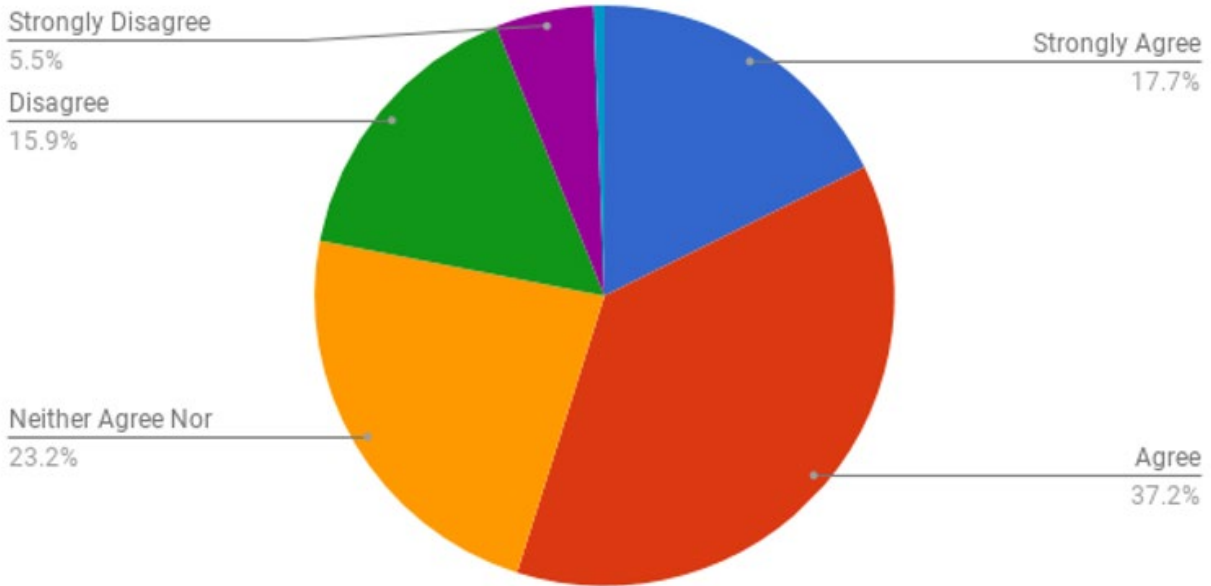
Survey comments on “The Staff’s Role”:

- More endorsements from Senior Communications leaders and the President and Deans' offices would potentially allow us to become more visible to the broader campus. Right now the Senate is really left to do it's own communications and visibility work. Some greater help in highlighting who we are and how work, particularly as elections near this spring, would shift a culture for more staff to become interested and involved and more supervisors open to having staff participate in the Senate.

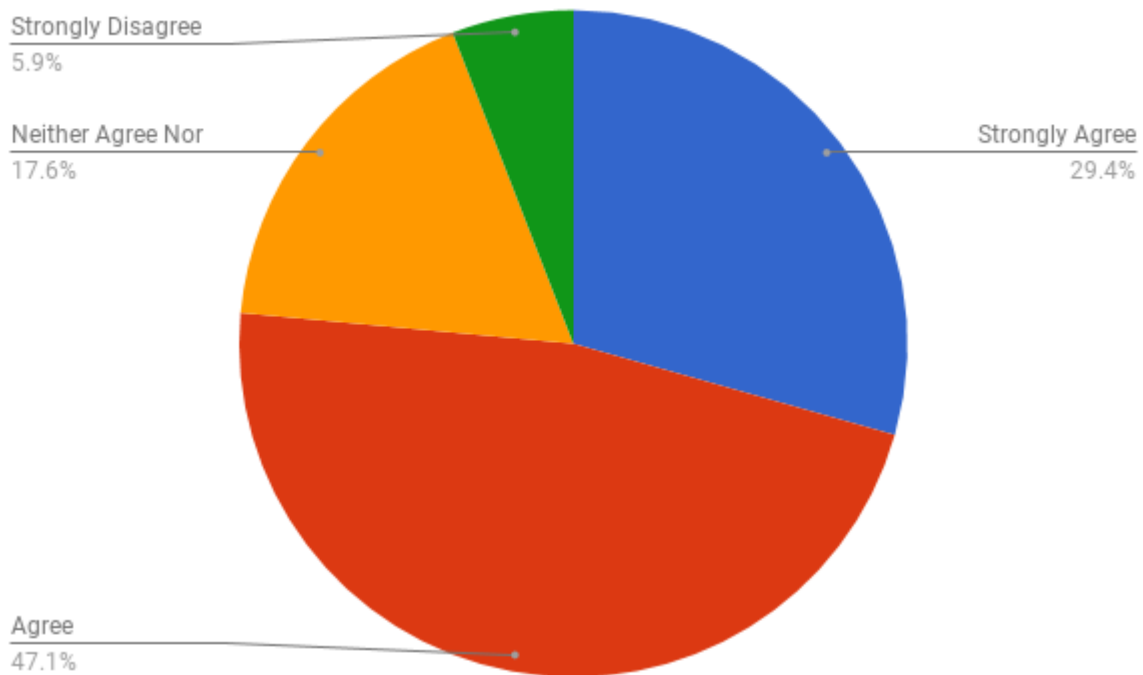
Joint Decision-Making

146. The administration utilizes staff involvement in the area of planning and strategic planning.

Overall USM data:

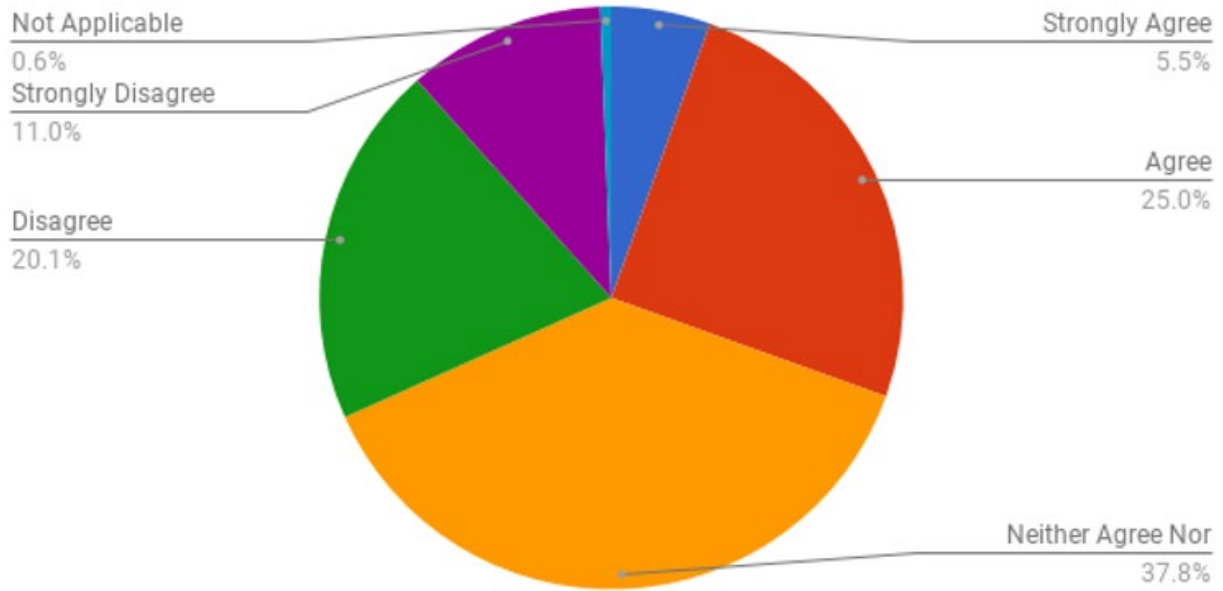


UMB Institutional Data:

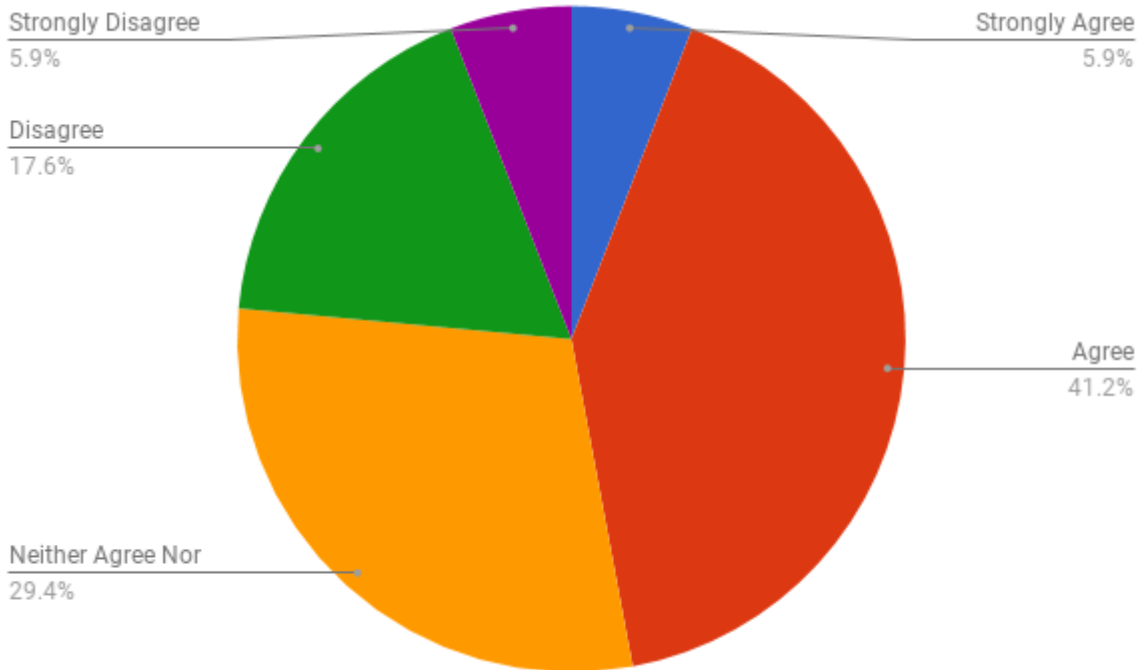


147. The administration recognizes staff involvement in budgeting and fiscal resource planning.

Overall USM data:

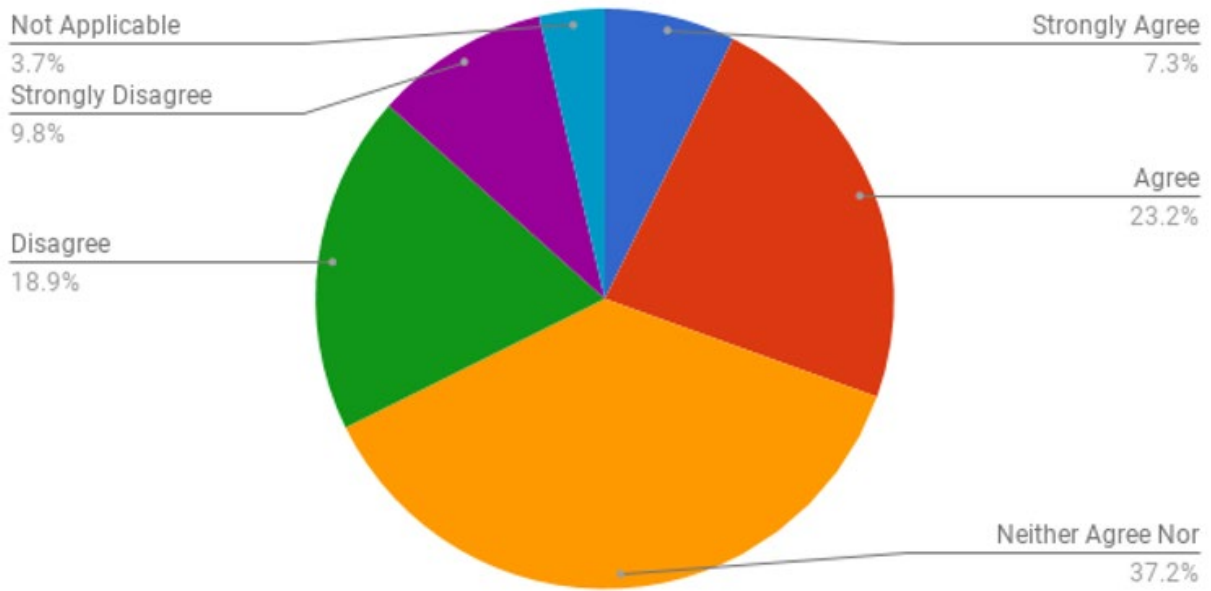


UMB Institutional Data:

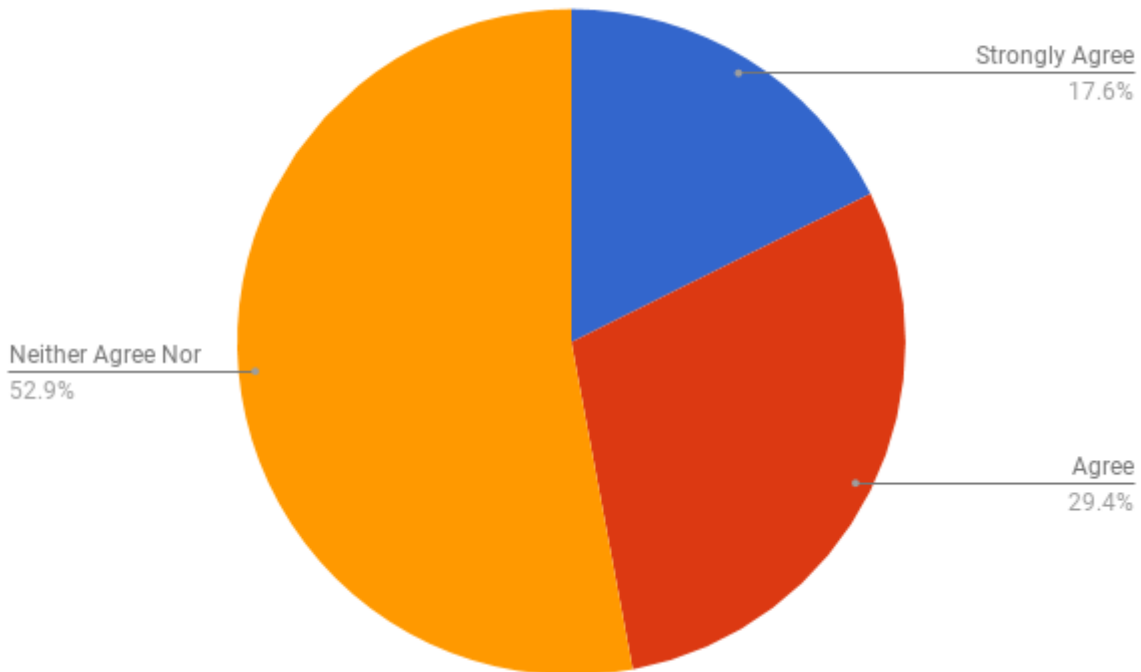


148. The administration recognizes staff involvement in academic affairs and program development.

Overall USM data:

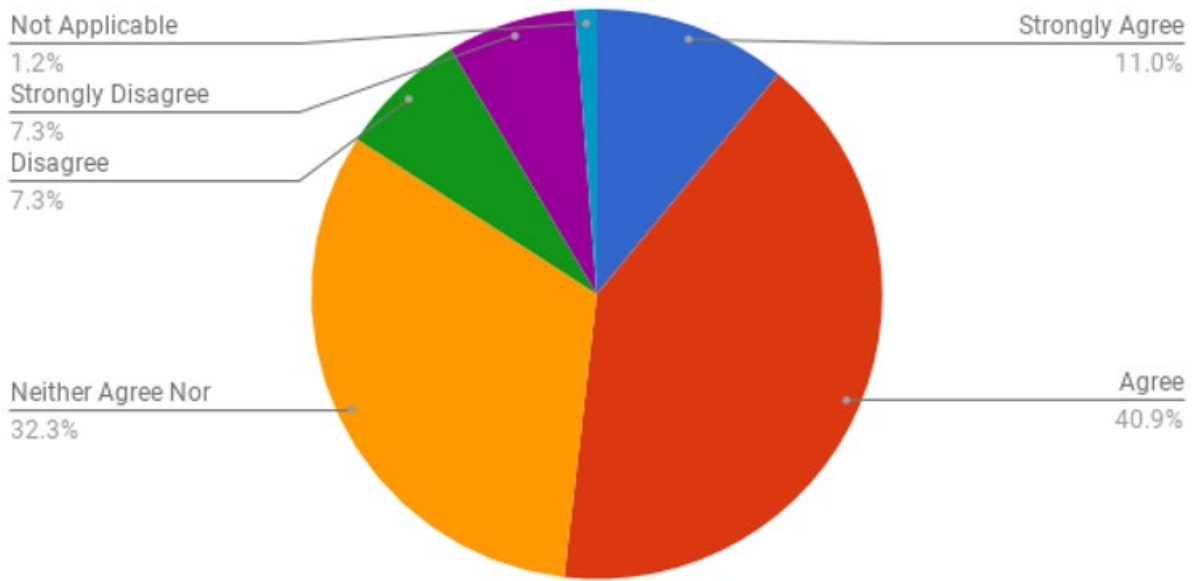


UMB Institutional Data:

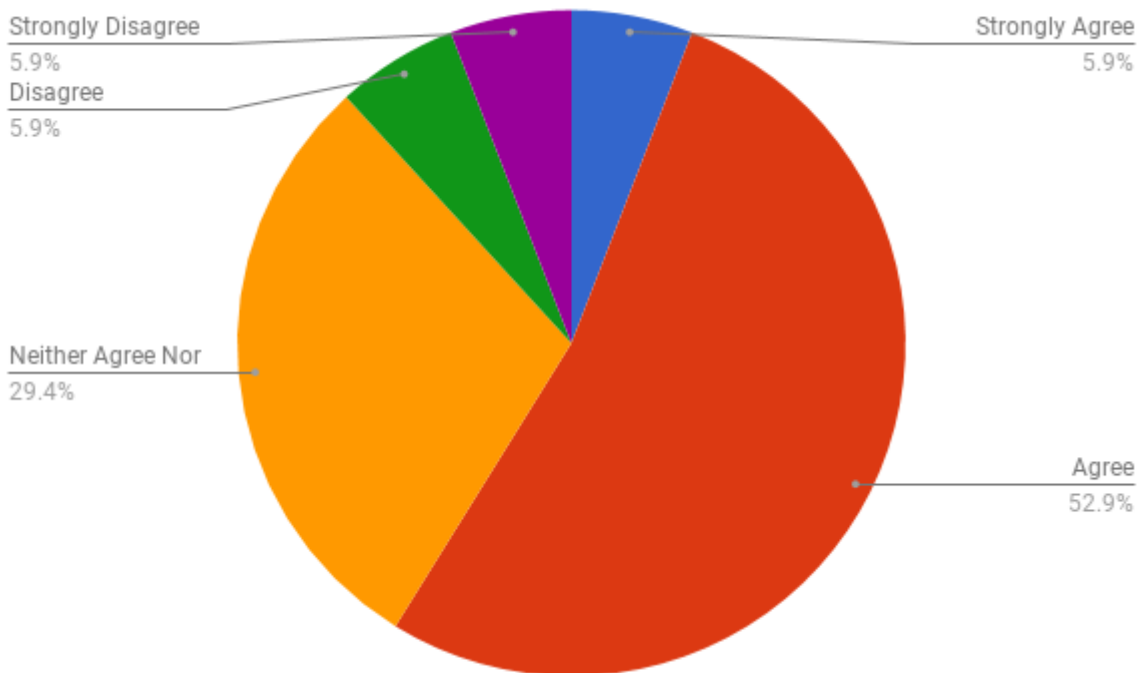


149. The administration supports staff involvement in staff selection and hiring.

Overall USM data:

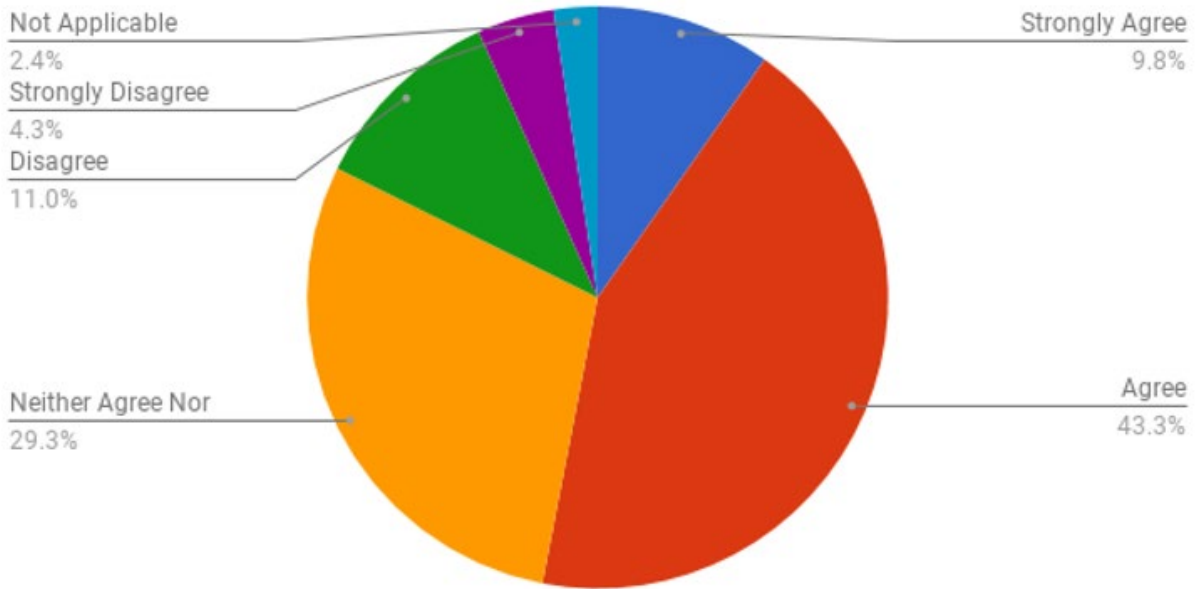


UMB Institutional Data:

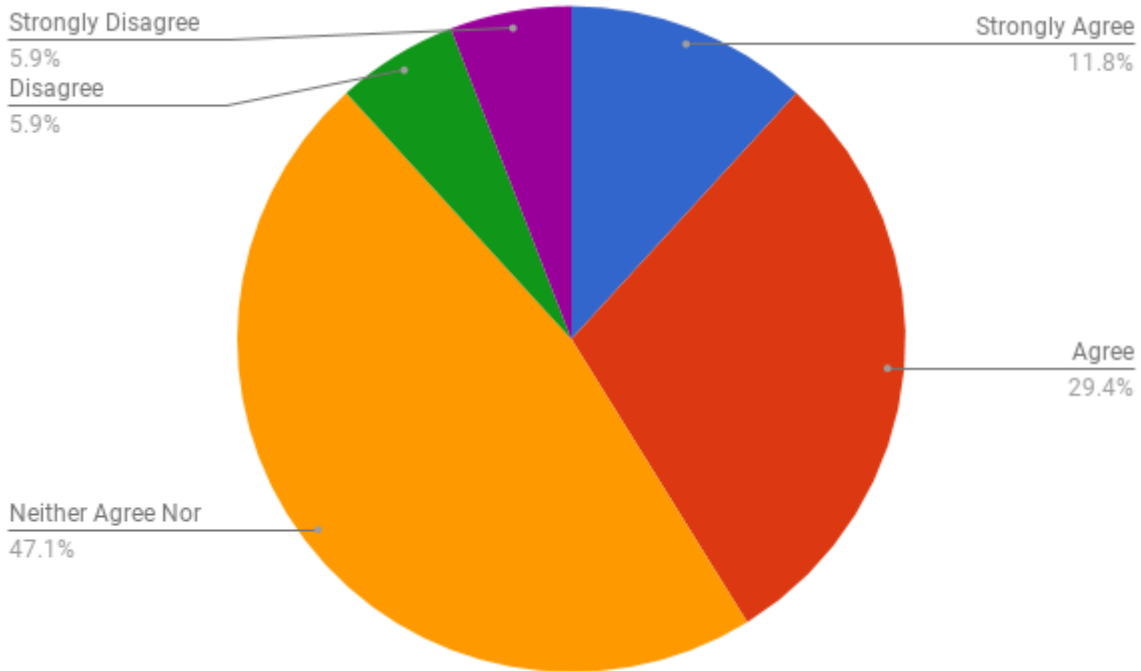


150. Structures and processes that allow for shared governance are clearly defined in the governance documents (e.g. staff handbook).

Overall USM data:



UMB Institutional Data:



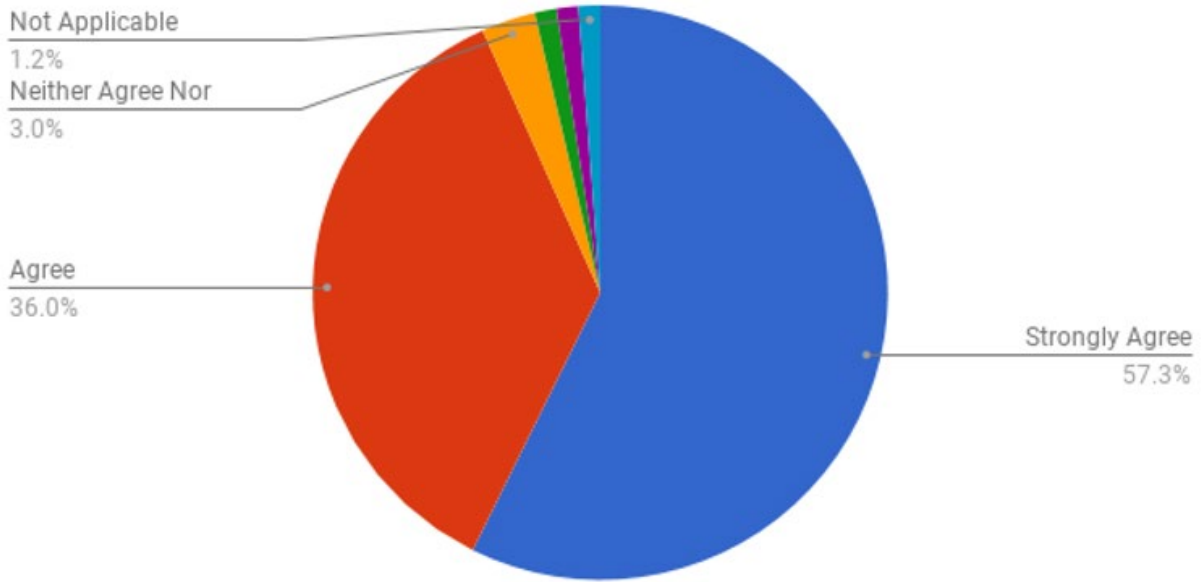
Survey comments on “Joint Decision Making”:

- We are often asked to participate in Working Groups and hiring searches for senior level positions, as well as participate in Strategic Planning and Middle States processes. However, I think more could be done for leaders across campus to come to the Staff Senate or one of its committees for recommendations outside of these formal meetings. Our by-laws are clearly stated and publicly available, as well as our monthly meeting minutes, on our University website.
- Administration is not required to seek the staff senate to be a part of any important decisions. Although, some administration ask staff senate to participate in hiring high profile positions and selecting staff for awards.

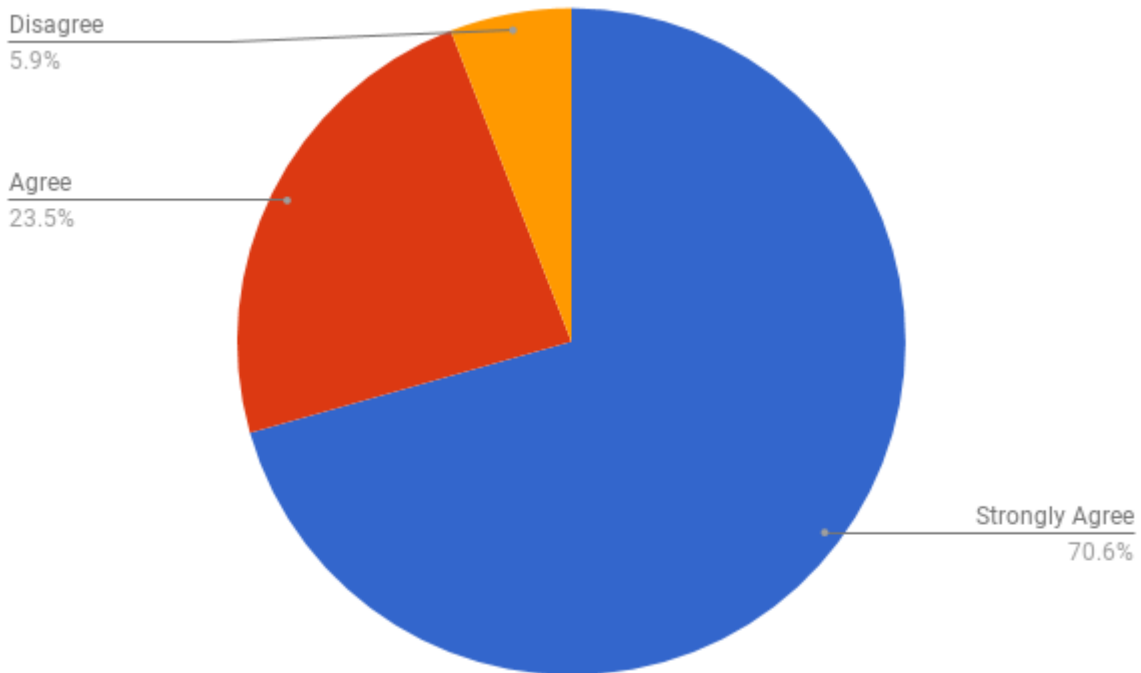
Structural Arrangements for Shared Governance

151. The staff senate and/or other institution-wide governance bodies meet on a regular basis.

Overall USM data:

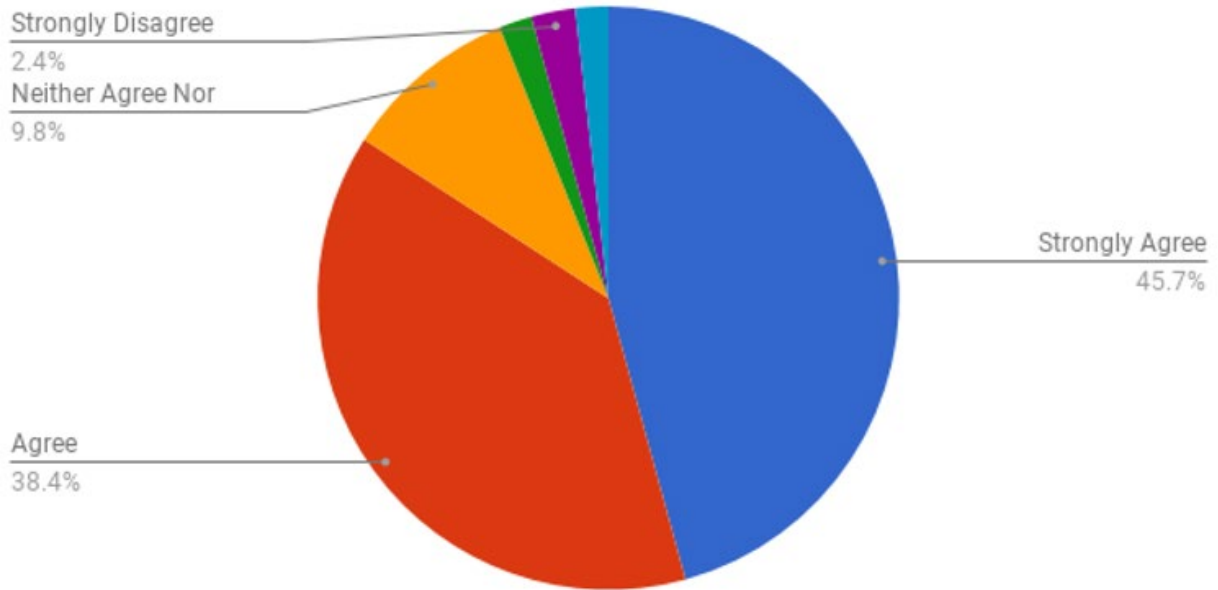


UMB Institutional Data:

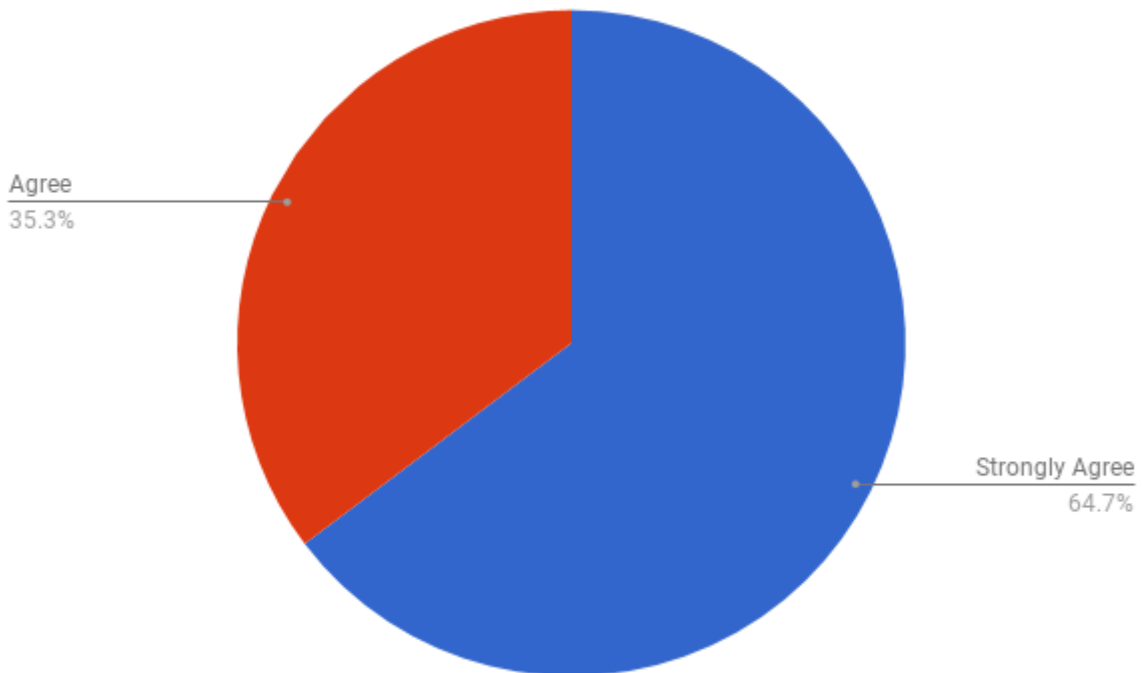


152. Staff determine how their own representatives are selected.

Overall USM data:

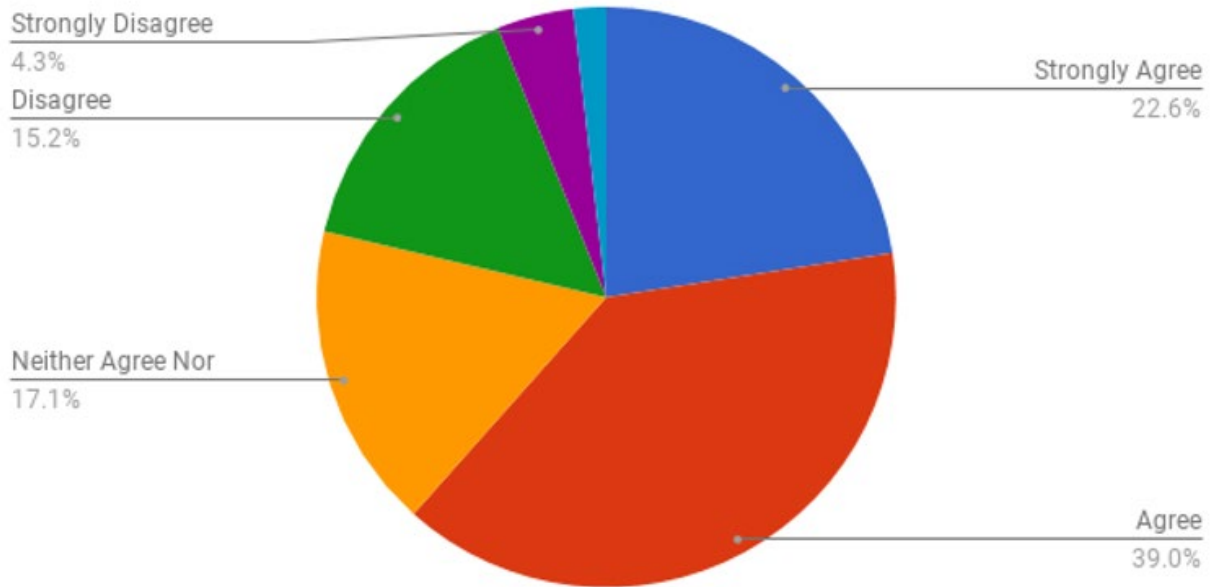


UMB Institutional Data:

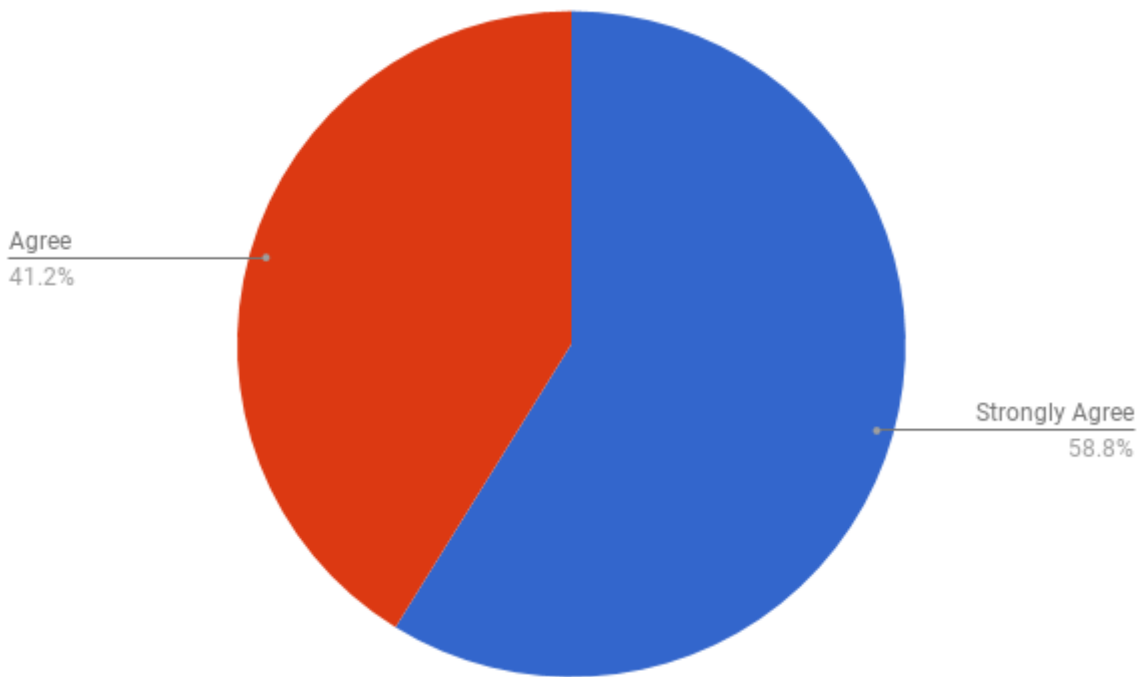


153. The administration provides adequate institutional support for shared governance to function (budget, liaison, etc.).

Overall USM data:



UMB Institutional Data:



Survey comments on “Structural Arrangements for Shared Governance”:

- There is still an overall lack of visibility on the work of Staff Senate and who we are, so more can be done by both the Senate and Senior leaders to better engage staff in our services and to nominate and vote for senators who represent them in their departments and schools. Overall we have been very fortunate to have an annual budget and opportunities for additional funding through HR as new and promising initiatives arise during the year.

Other

154. Is there anything else you wish to communicate regarding shared governance on your campus? (Open-ended question)

- We are fortunate to work at an institution with active shared governance.
- Our campus President has been very supportive with meetings and even the VP of HR meets regularly with our Staff Senate Executive committee.
- The executive leadership at UMB is supportive of shared governance. Multiple high level administrators regularly meet with the Staff Senate Executive Committee and/or attend monthly Staff Senate meetings.
- Shared Governance at our institution is in great shape, but it has taken years of hard work to get where we are today.
- UMB does an excellent job supporting its Staff Senate.
- The President is extremely supportive of shared governance, however, I am not certain this always trickles down to a School/Department level
- I believe we have a great process in place for shared governance, however I do not believe that all of our staff is reached by current means i.e. The Elm. People just don't read it and we don't know why or how to get them to.
- After serving several months on staff senate I can appreciate that staff are provided with an opportunity to have input into shared governance. It is still unclear to me what impact that has on decision making at the campus level.
- Our shared governance isn't perfect, but it is slowly making strides to improve the staff's working experience at the university.
- The Dean's of each school should hold more shared governance meetings with staff and faculty together

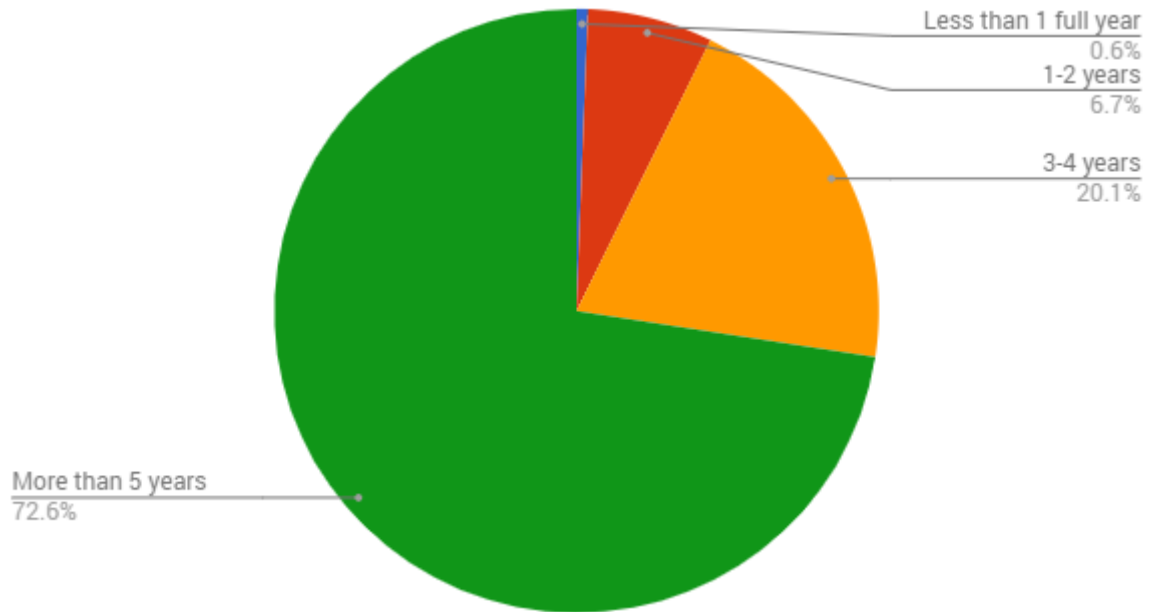
CUSS Shared Governance Survey 2017-2018

University of Maryland, Baltimore County (UMBC) Report

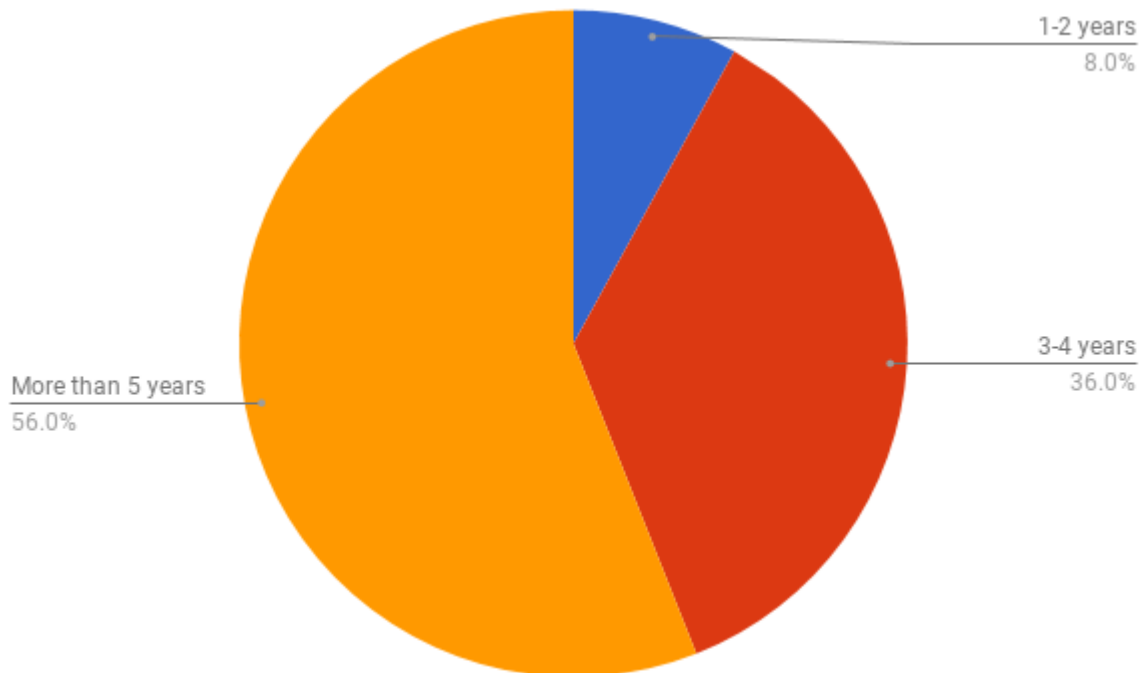
Total Participants: 25

Length of service at institution

Overall USM data:

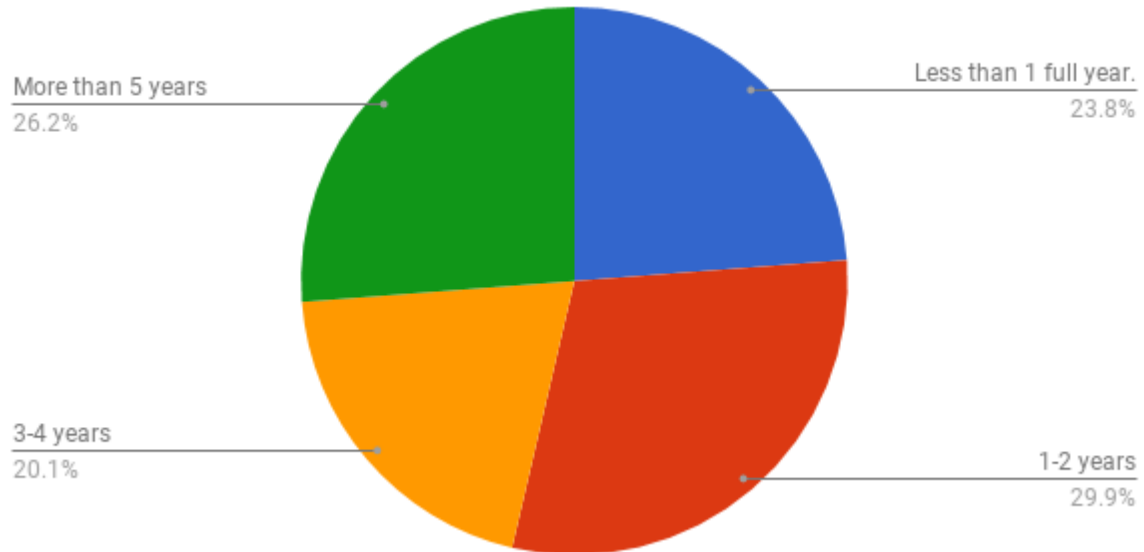


UMBC Institutional Data:

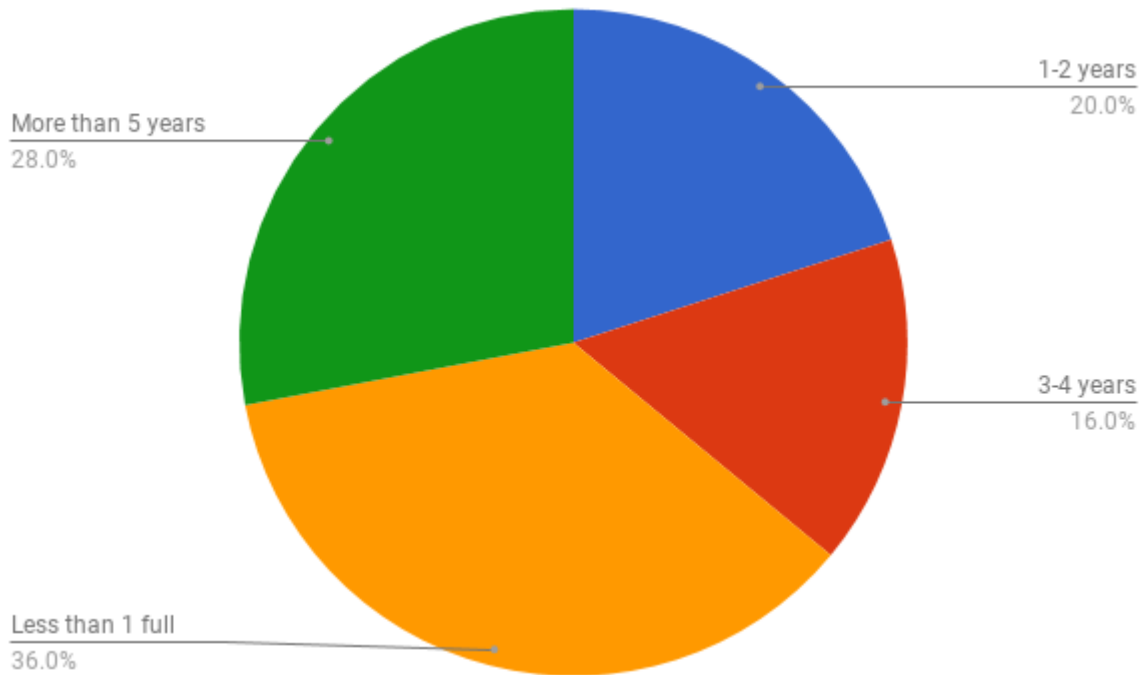


Length of involvement in staff Shared Governance

Overall USM data:



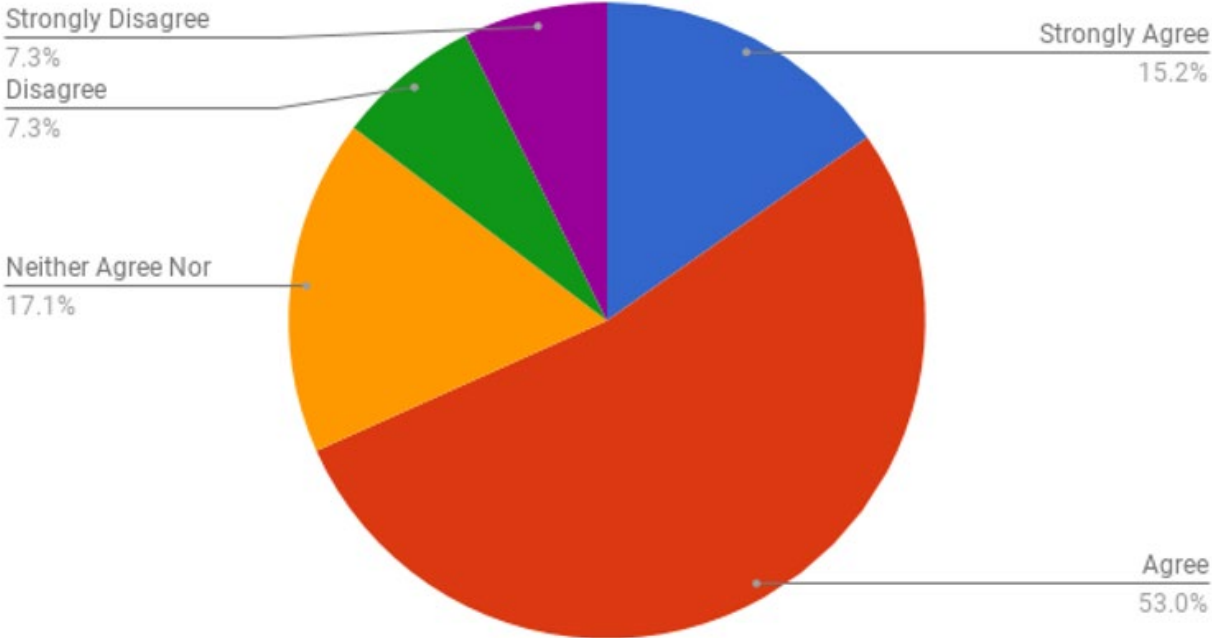
UMBC Institutional Data:



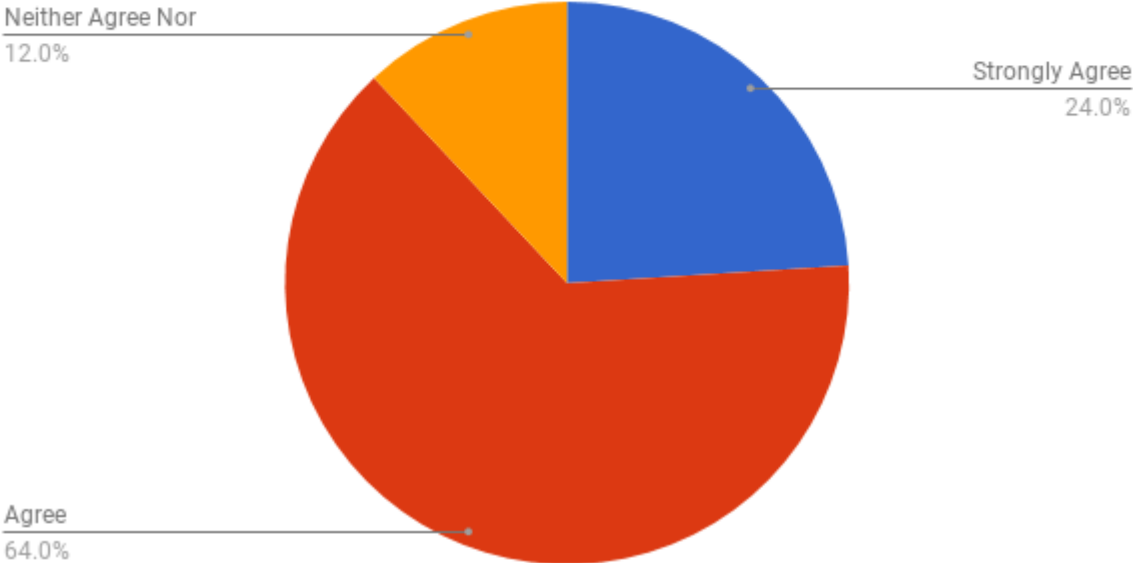
Climate for Governance

155. Shared governance on our campus is alive and healthy.

Overall USM data:



UMBC Institutional Data:



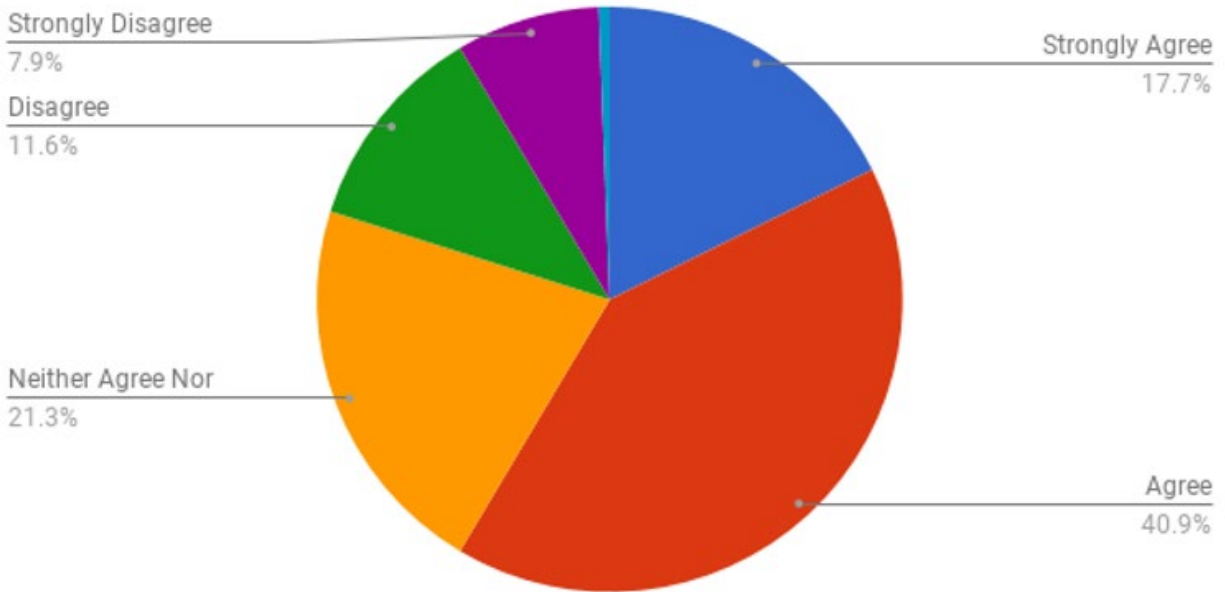
Survey comments on “Climate for Governance”:

- Shared governance is definitely alive. The ability for the various campus governance groups to coordinate and interact is limited. I also wouldn't say that the campus always solicits or considers the opinions of the shared governance organizations. The VPs and Deans Council actually governs.
- UMBC prides itself on our shared governance system, and I believe for good reason. I feel that my voice is heard and taken seriously by institution leaders as a member of our Professional Staff Senate, and I felt the same during my time with the Graduate Student Association.
- I feel that the individual senates are strong at UMBC, but there could be more collaboration between senates.
- Professional Staff Senate is rarely brought to the table for key decisions compared with other senates

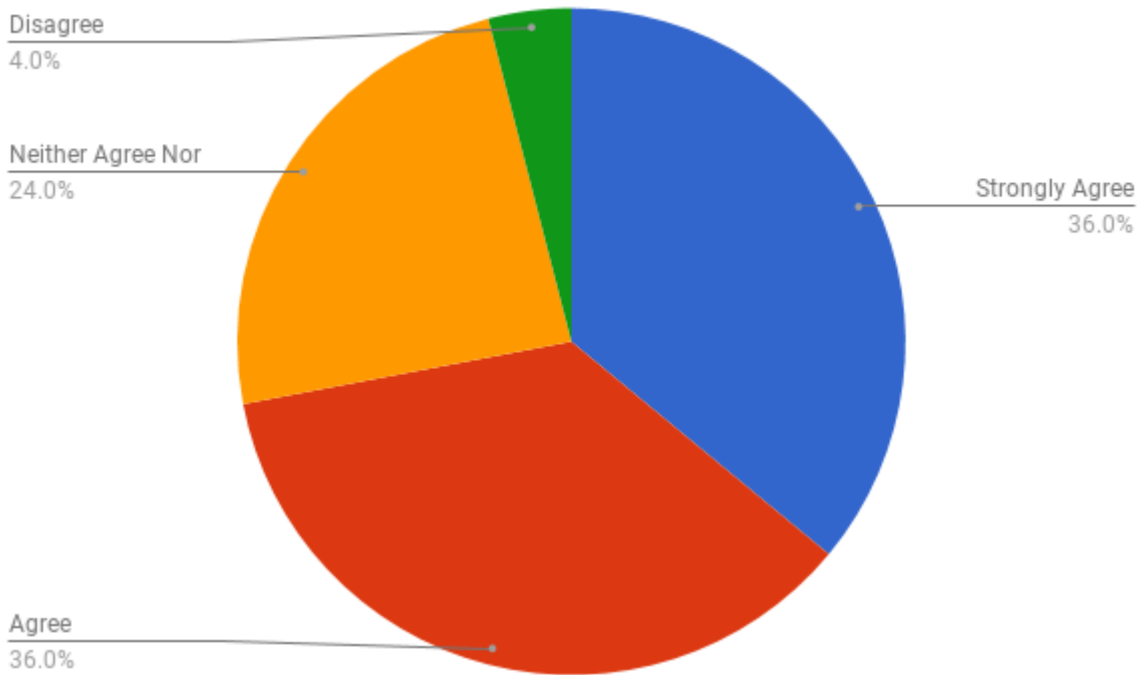
Institutional Communications

156. There is excellent communication and consultation between the administration and the staff and senate leaderships.

Overall USM data:

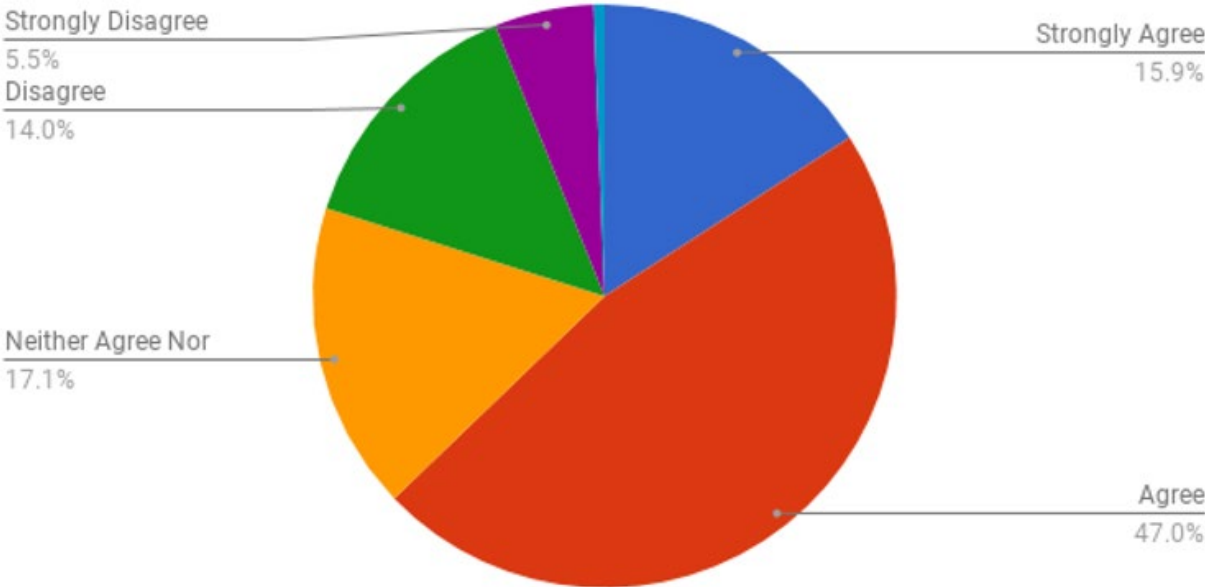


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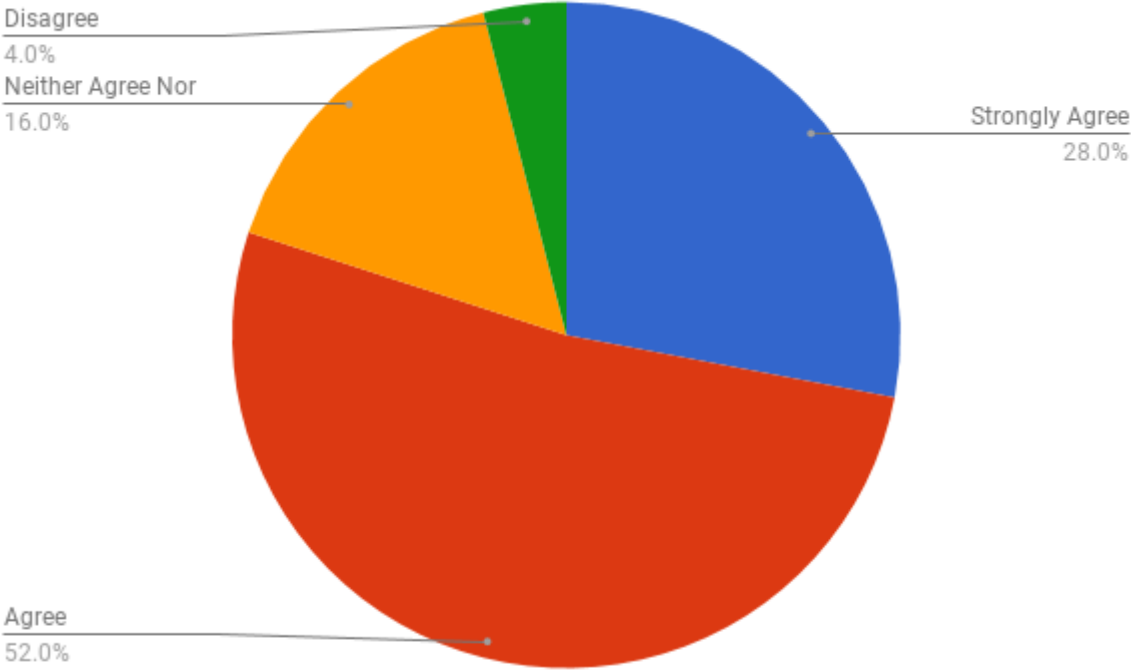


157. Staff can openly communicate governance issues with cabinet/upper management.

Overall USM data:

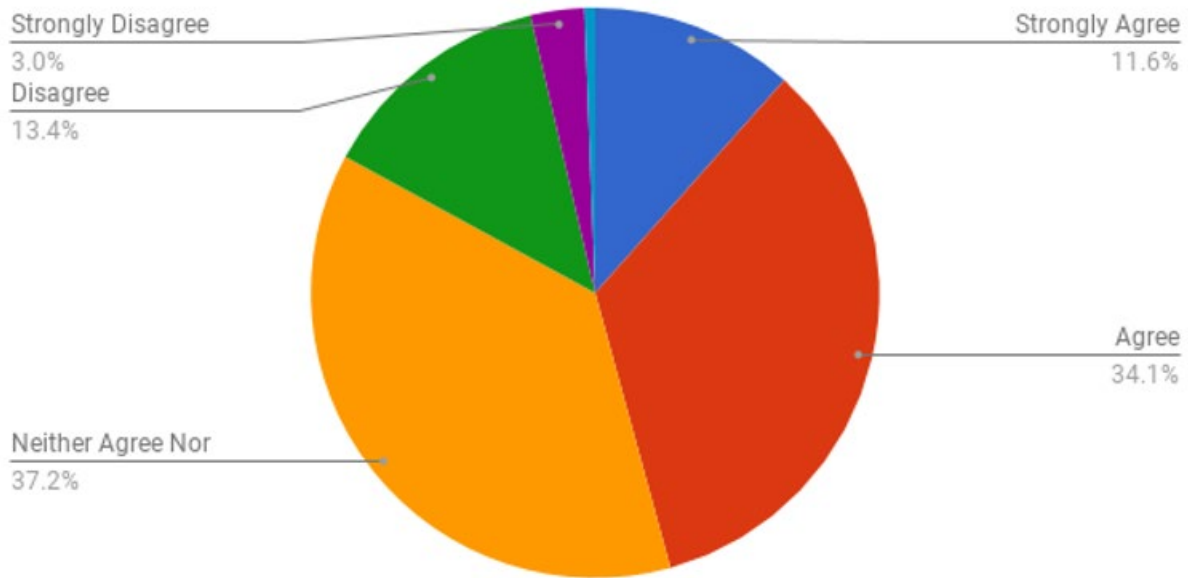


UMBC Institutional Data:

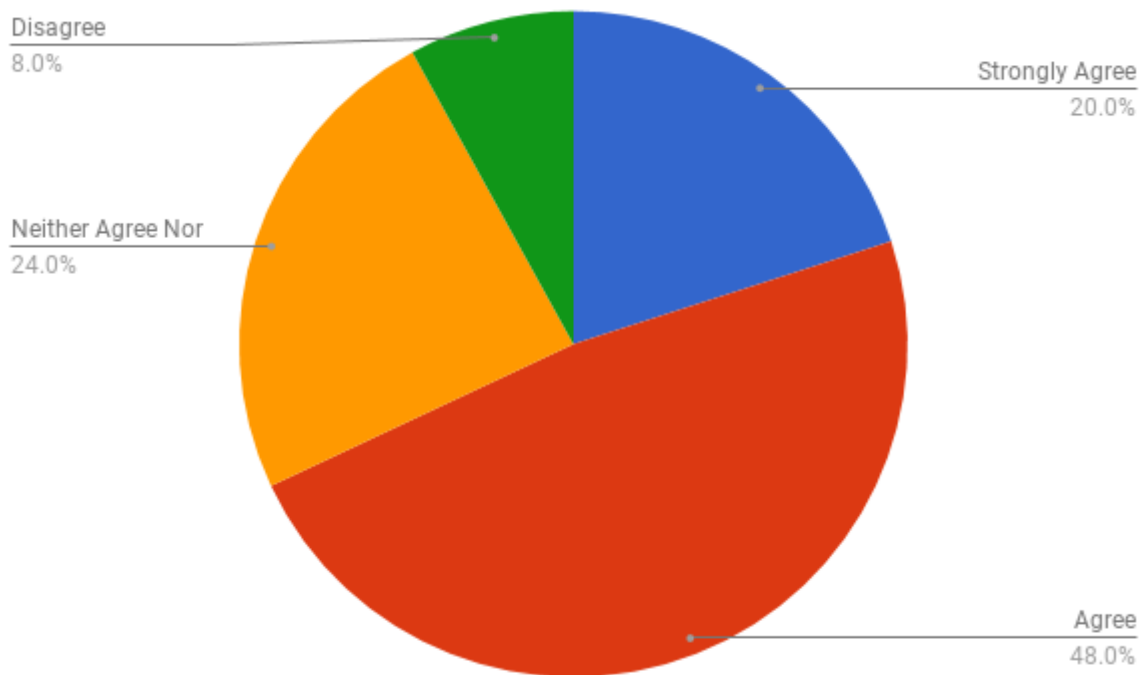


158. Feedback is presented in a timely manner, be it positive or negative.

Overall USM data:



UMBC Institutional Data:



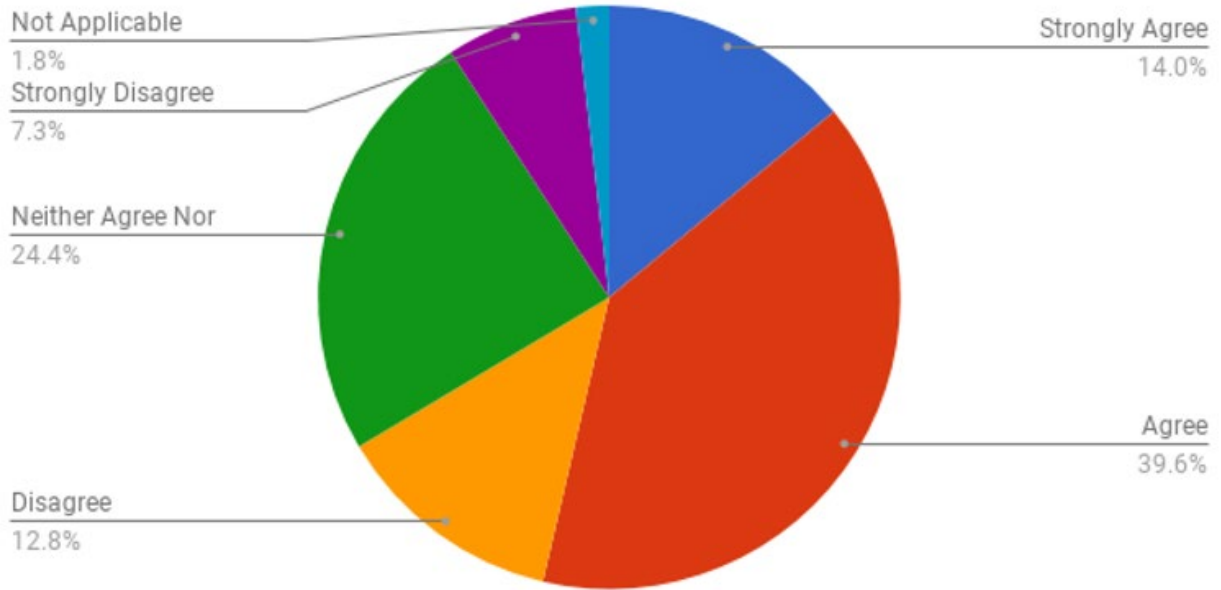
Survey comments on “Institutional Communication”:

- Responses, to senate inquiries, are not always timely. There have been a few requests that the administration took years to respond to.

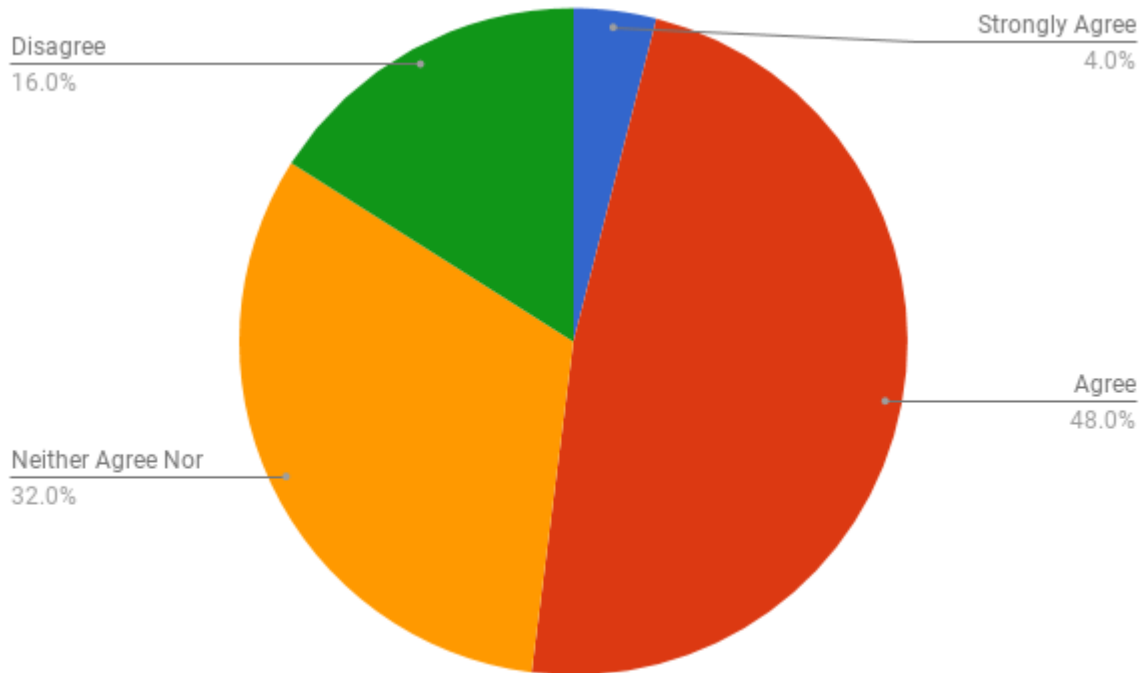
Senate's Role

159. The staff senate plays an important role in providing academic and administrative functions at the university.

Overall USM data:

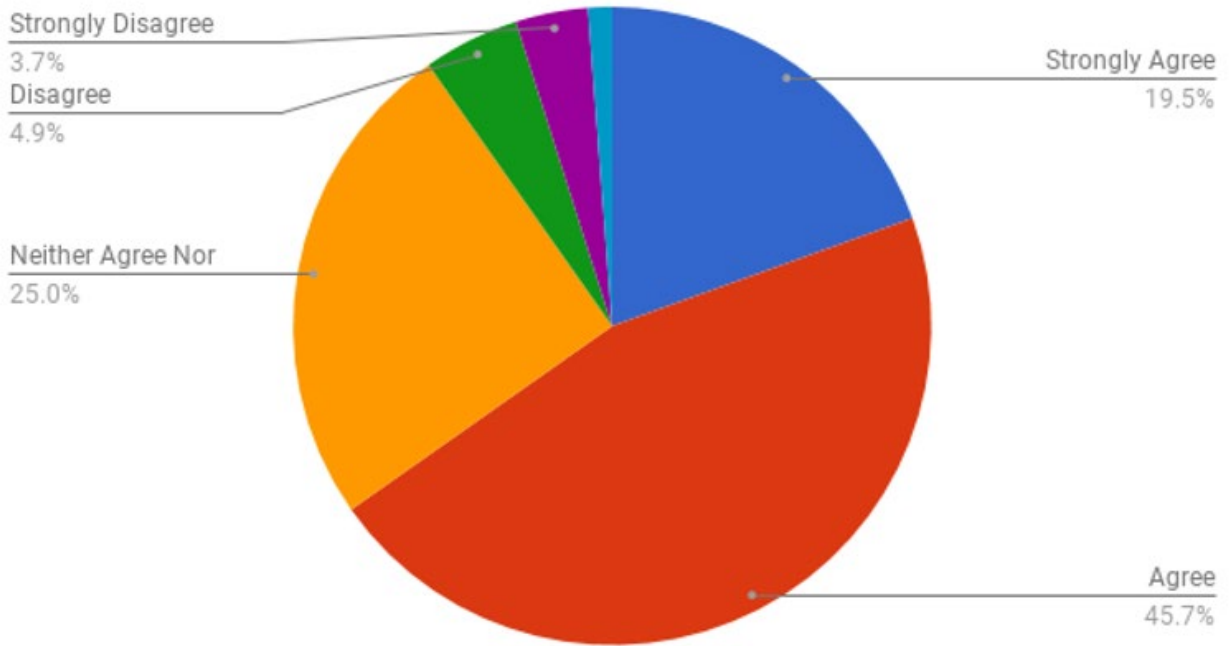


UMBC Institutional Data:

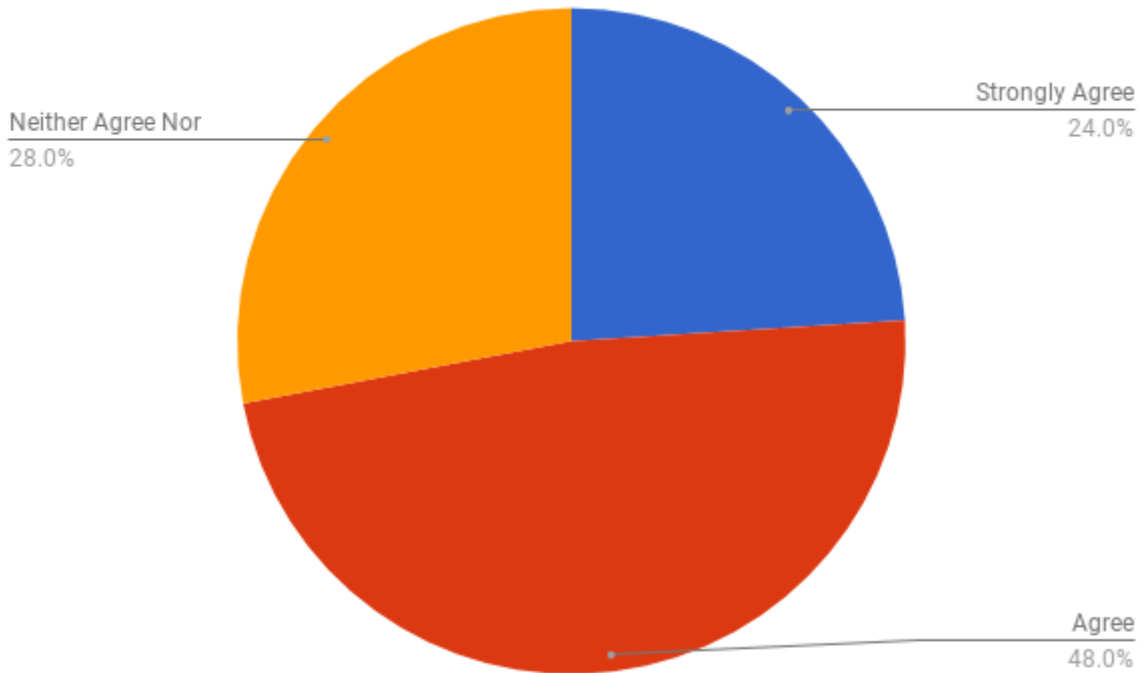


160. Your role with staff senate is valued.

Overall USM data:



UMBC Institutional Data:



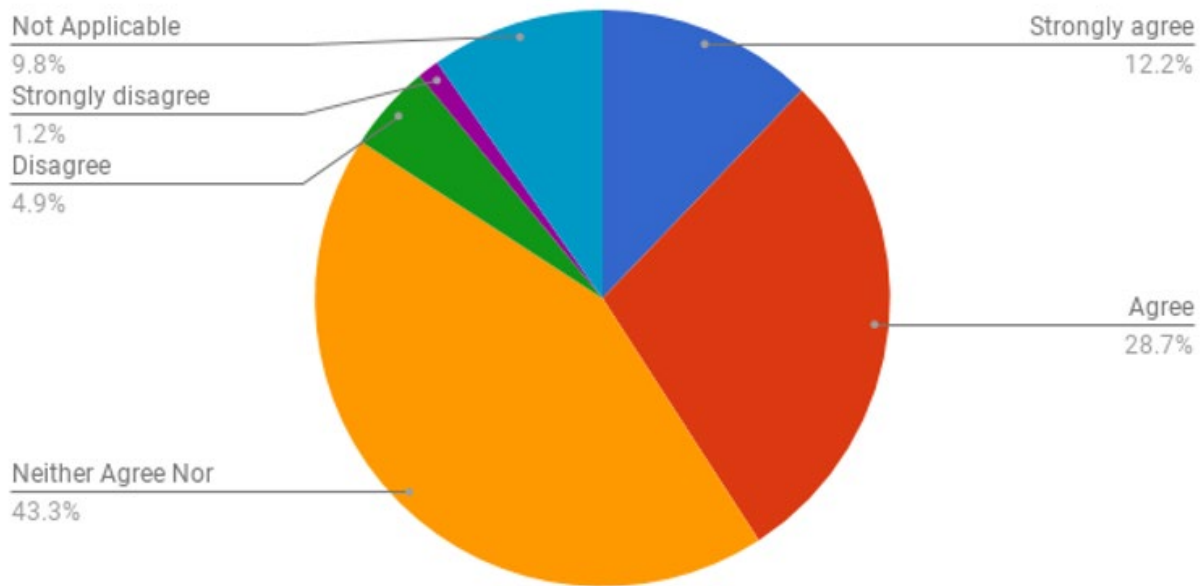
Survey comments on “Senates Role”:

- The institution does not rely on the senate to function, so I would not say that the senate plays an "important" role. The institution would function just fine without the senate in the current shared governance structure.
- The functions we provide are more social and professional development oriented, rather than academic or administrative.
- The role is valued by fellow Senators but amongst your daily office workers, I don't necessarily think that role is.

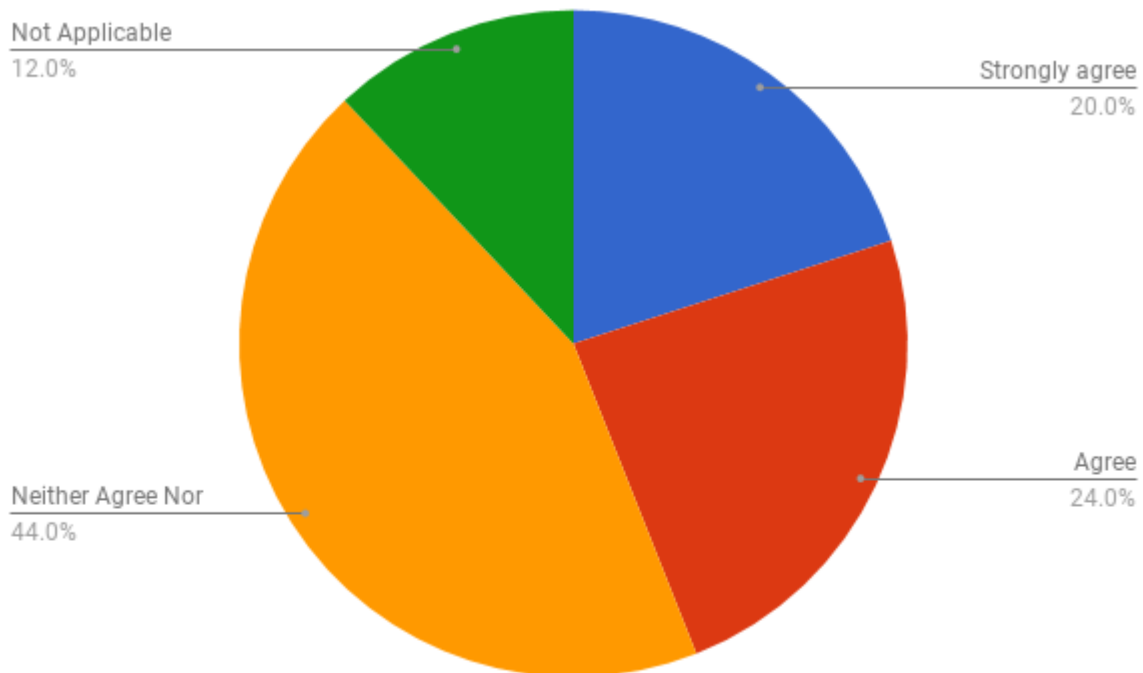
The President's Role

161. Other than on rare occasions, the president seldom overturns staff decisions and recommendations.

Overall USM data:

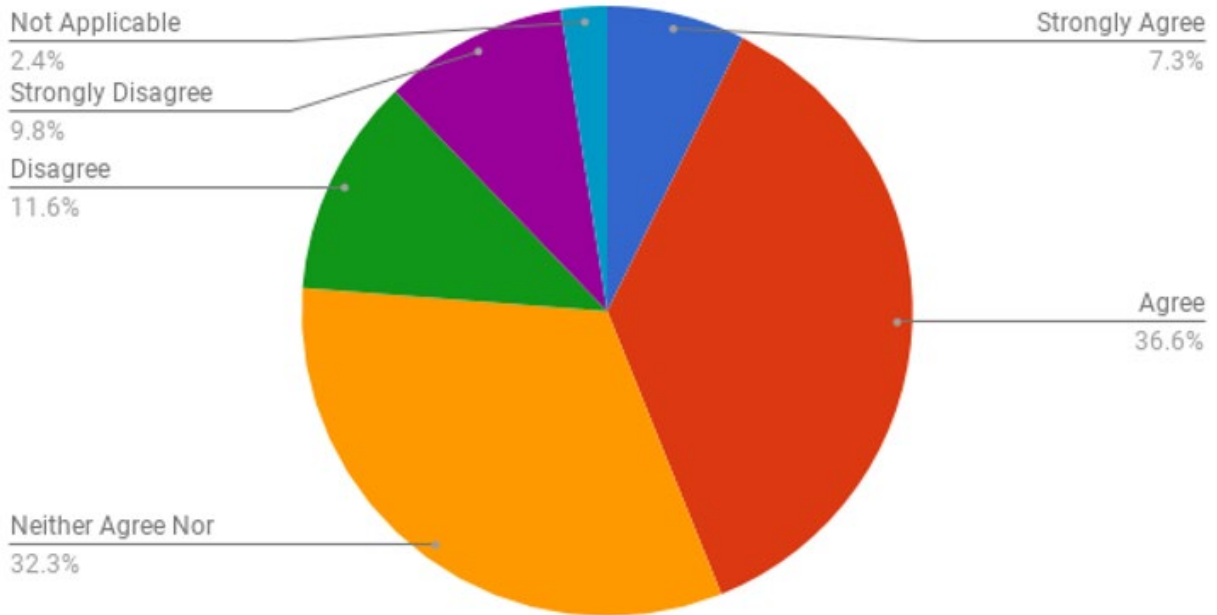


UMBC Institutional Data:

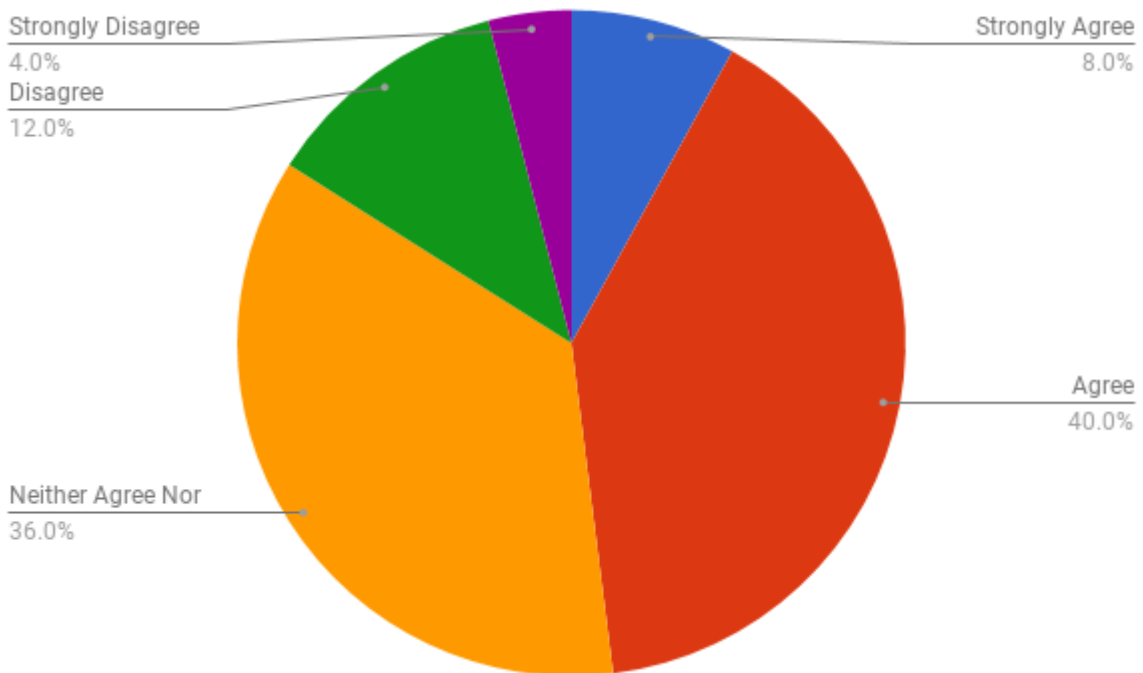


162. The president seeks meaningful staff input on those issues (such as budgeting) in which the staff has an appropriate interest but not primary responsibility.

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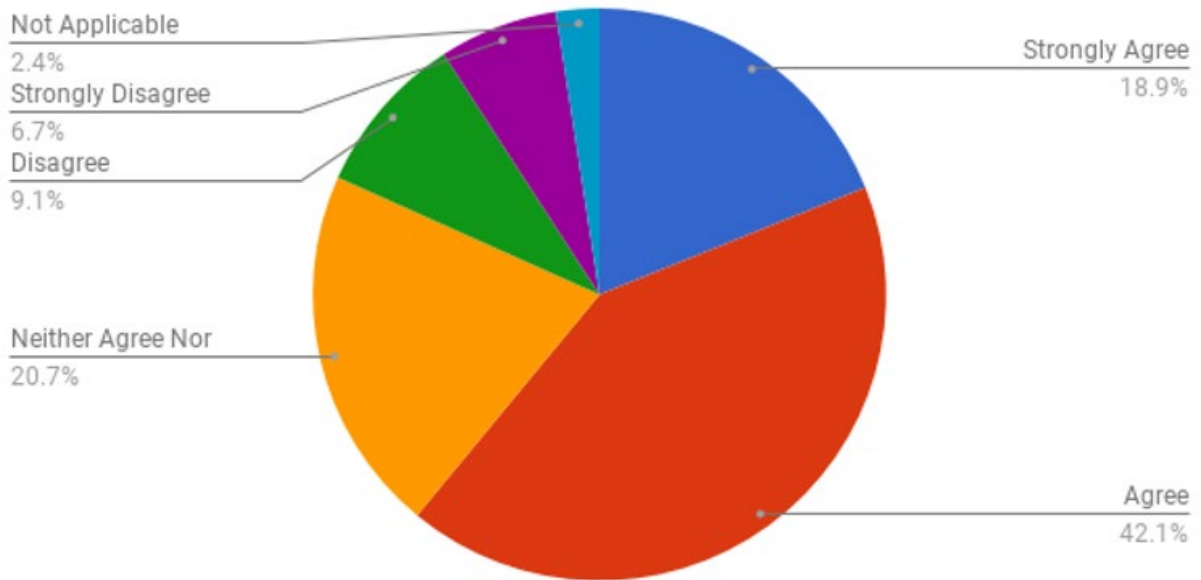


UMBC Institutional Data:

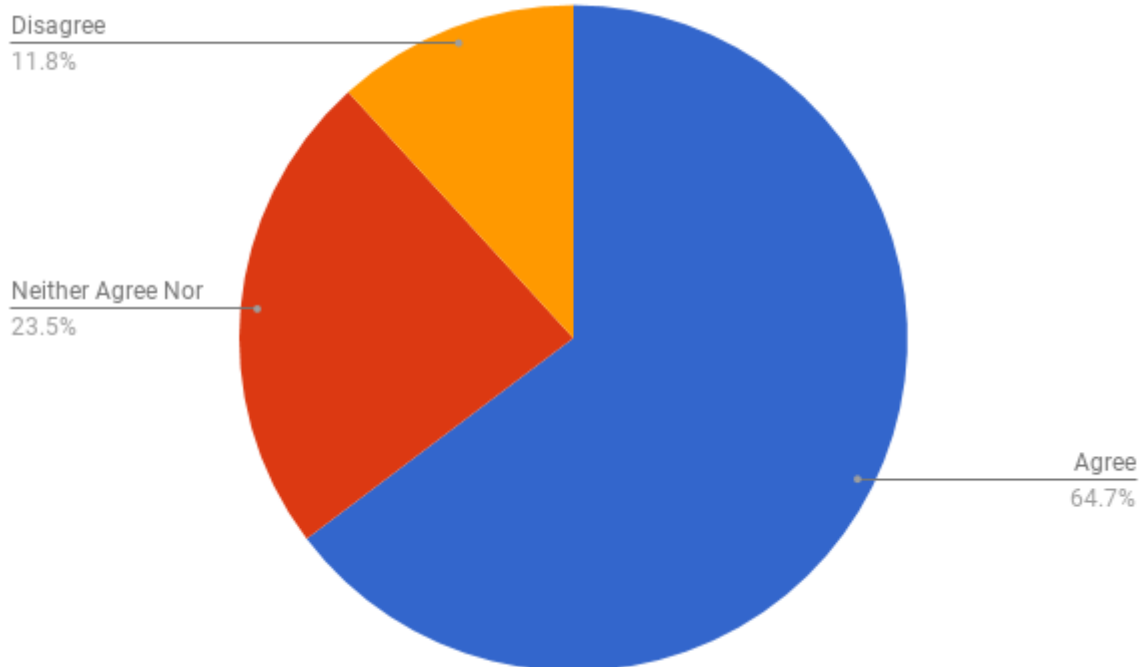


163. The president is transparent in communicating decisions, changes and recommendations.

Overall USM data:

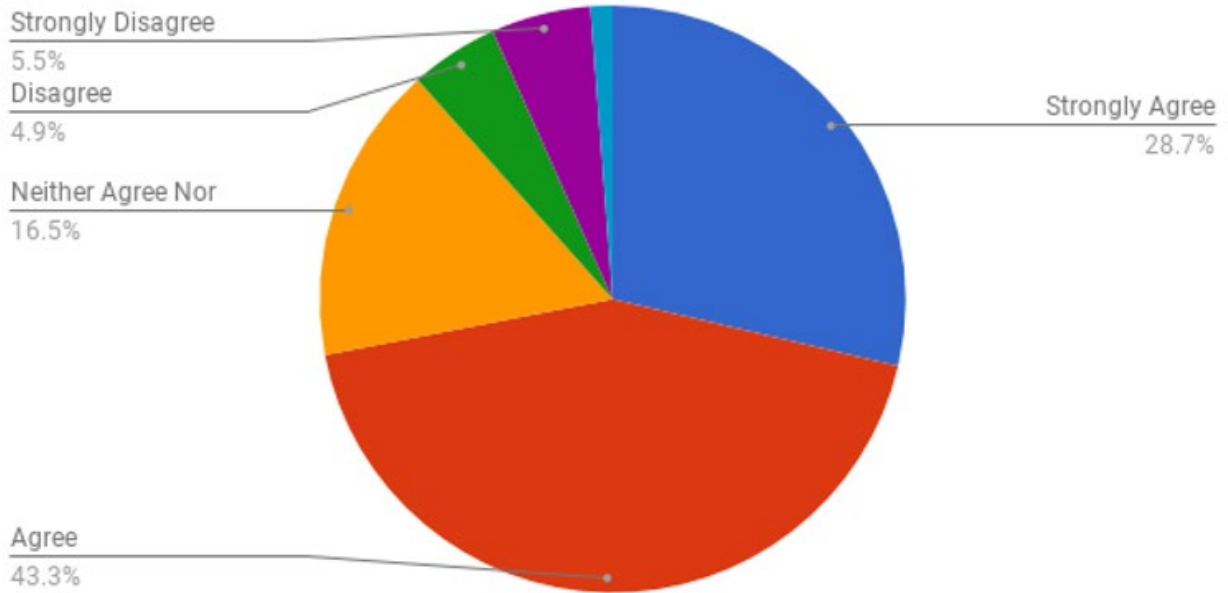


UMBC Institutional Data:

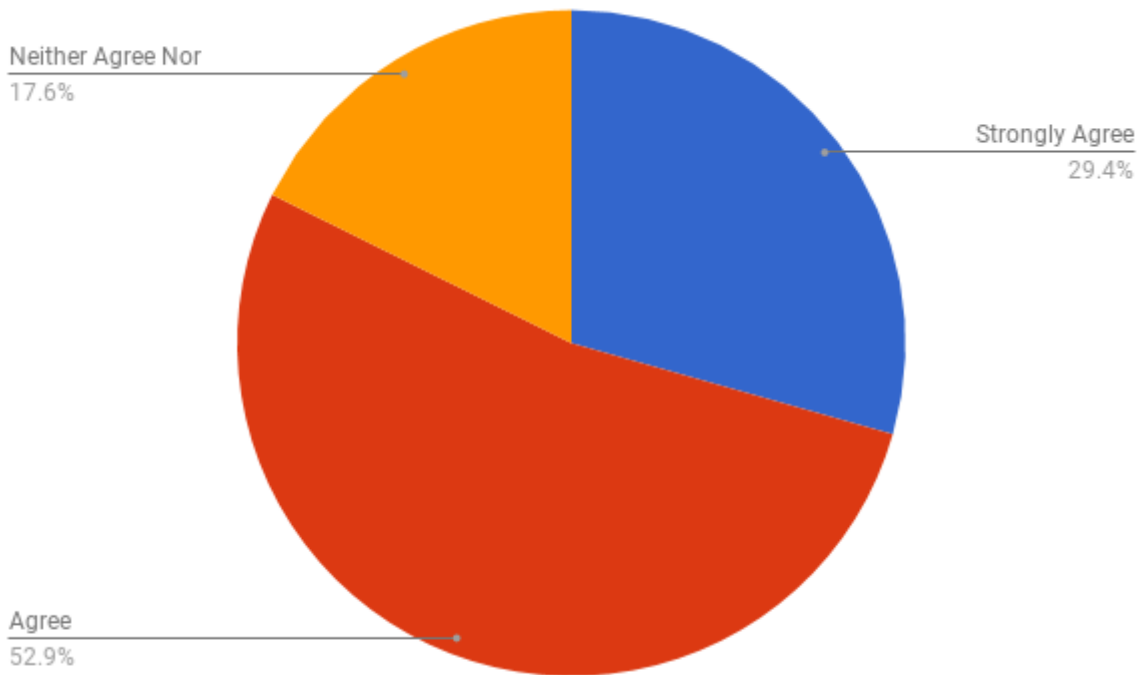


164. The president supports and advocates the principles of shared governance within colleges, divisions, and departments.

Overall USM data:

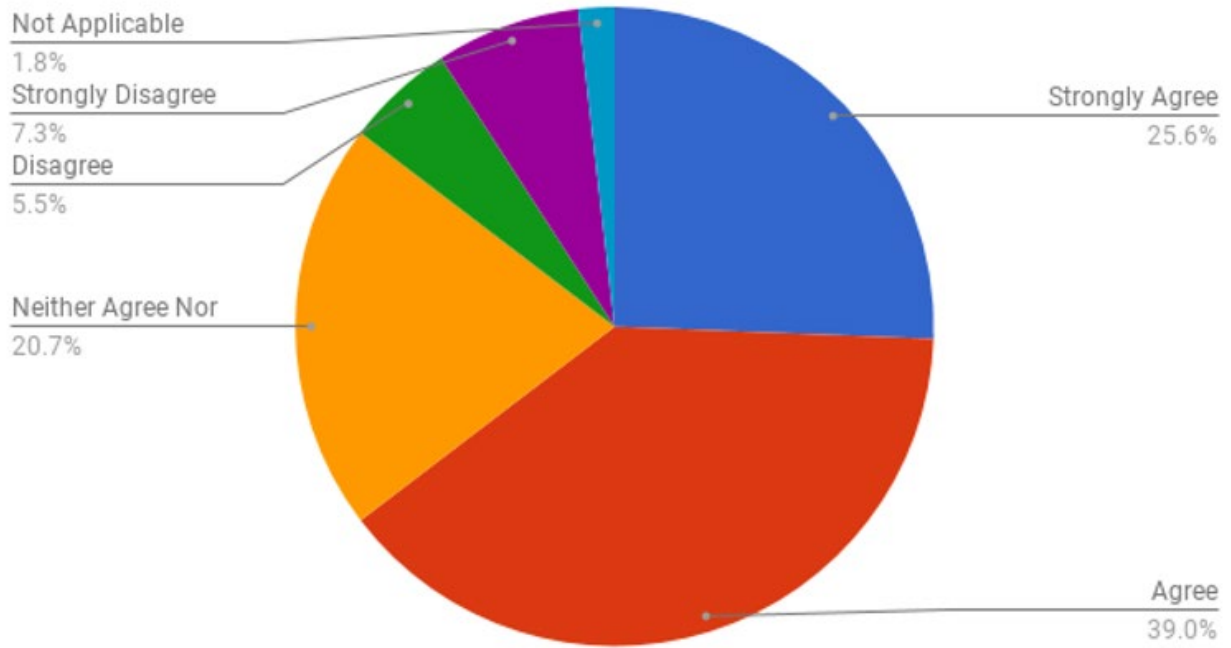


UMBC Institutional Data:

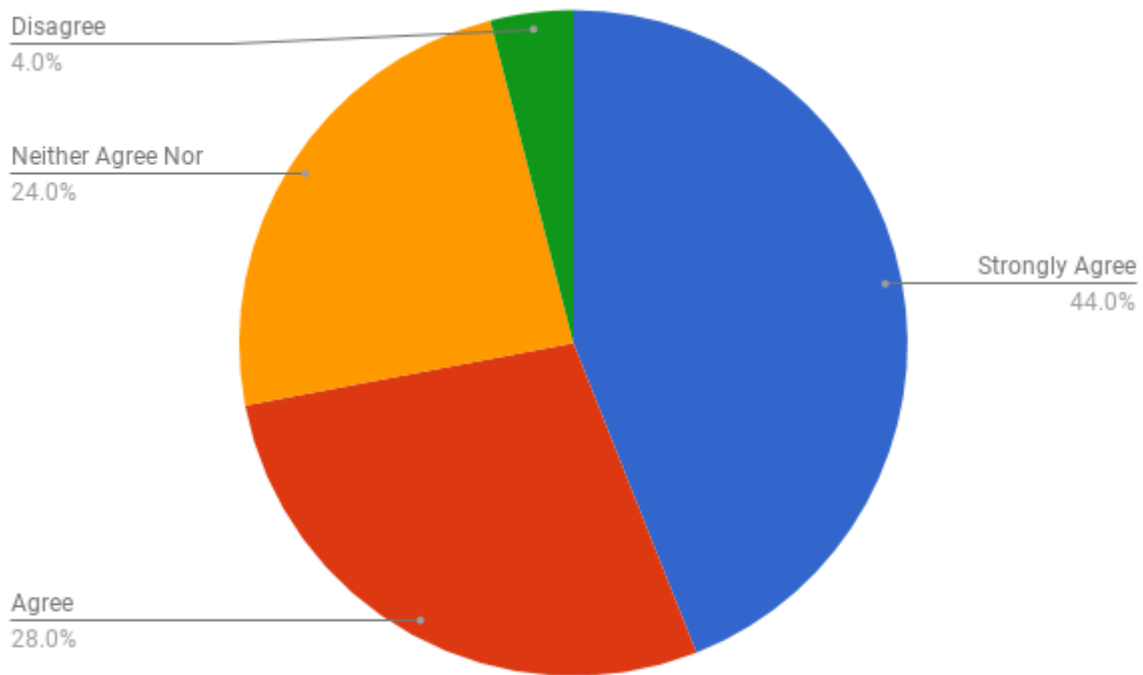


165. There is open communication with staff senate.

Overall USM data:



UMBC Institutional Data:



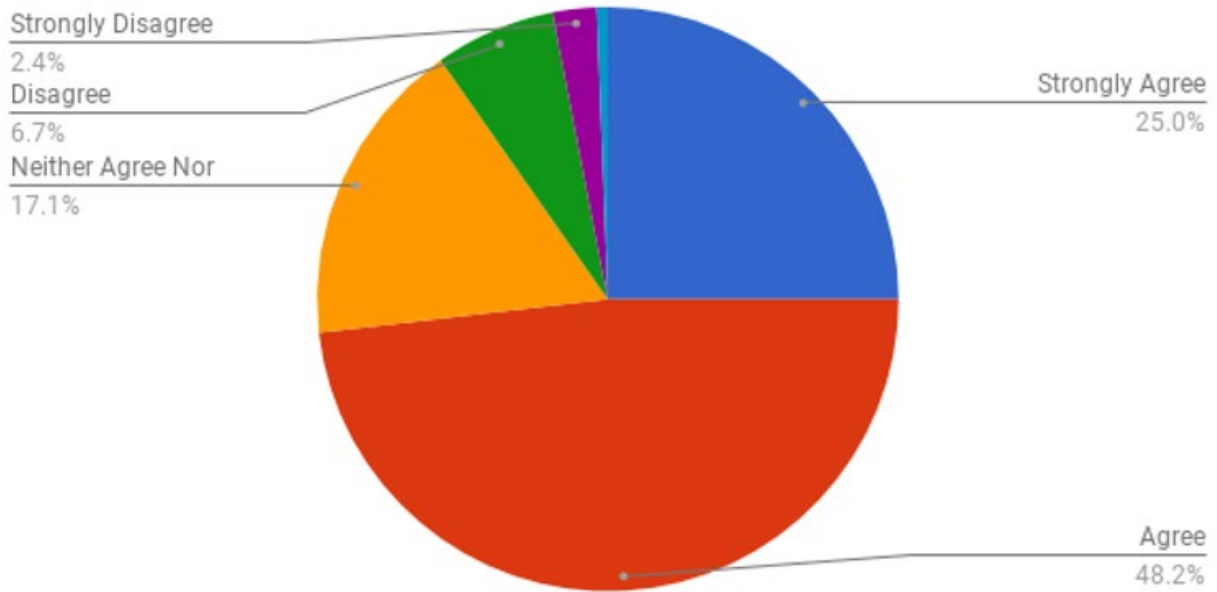
Survey comments on “The President’s Role”:

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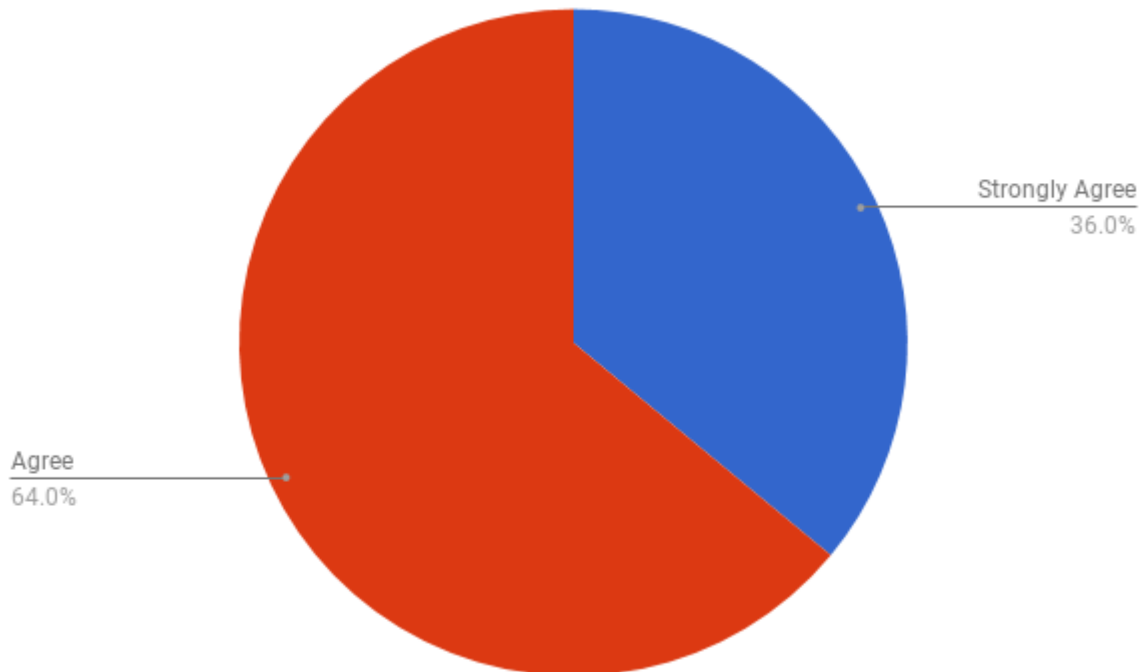
The Staff's Role

166. The administration is supportive of staff involvement in shared governance.

Overall USM data:

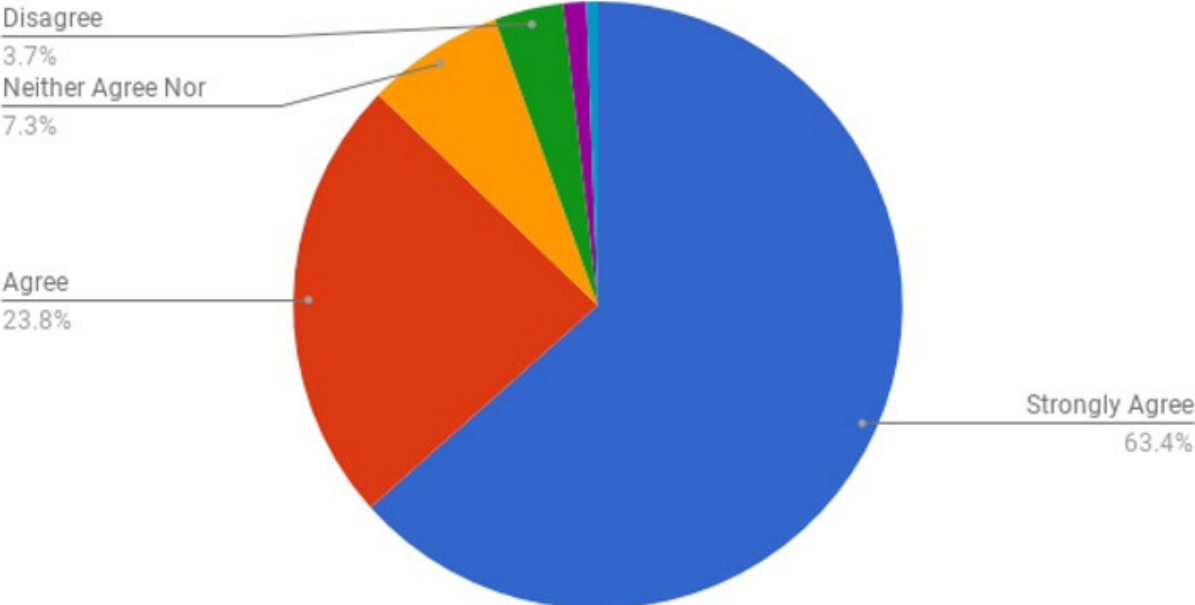


UMBC Institutional Data:

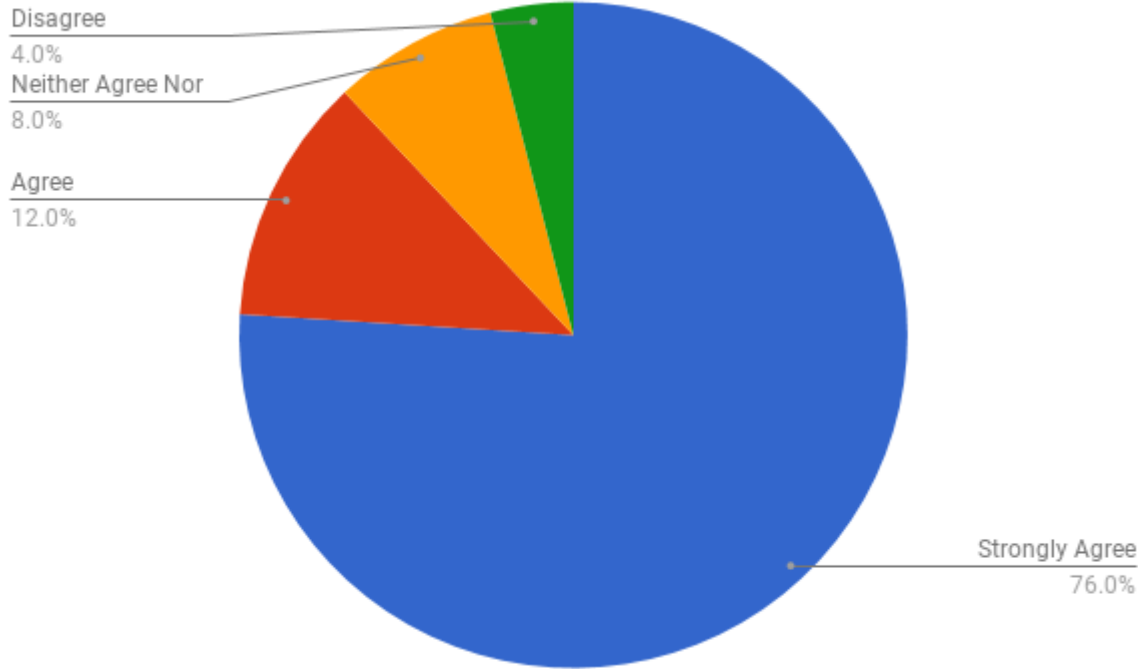


167. My immediate supervisor is supportive of my involvement in shared governance when I need to attend a related event or meeting during work hours.

Overall USM data:



UMBC Institutional Data:



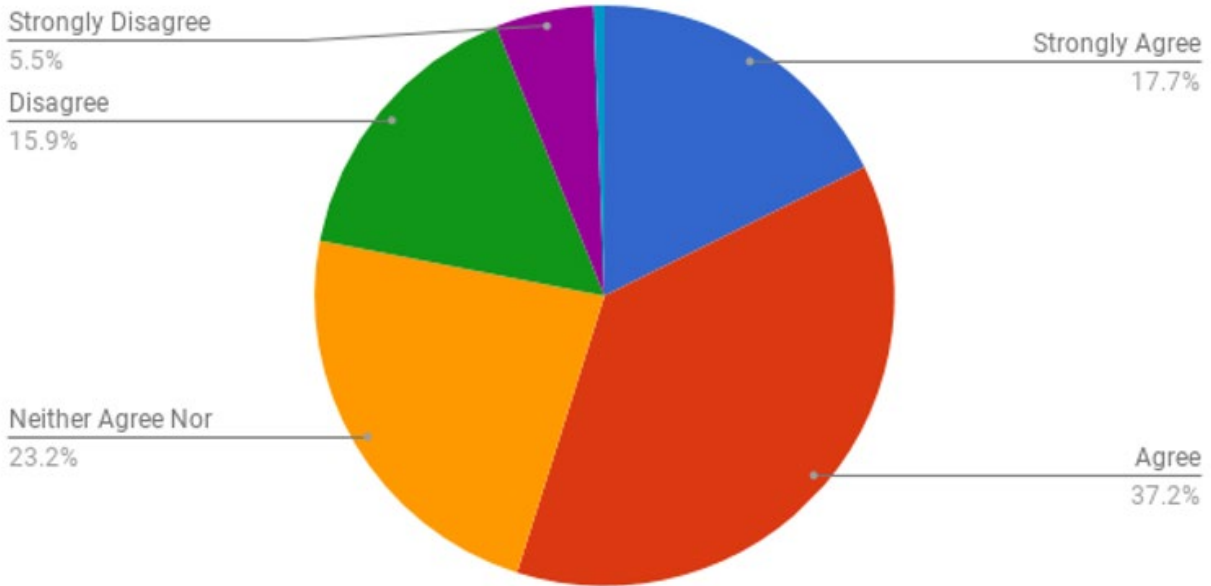
Survey comments on “The Staff’s Role”:

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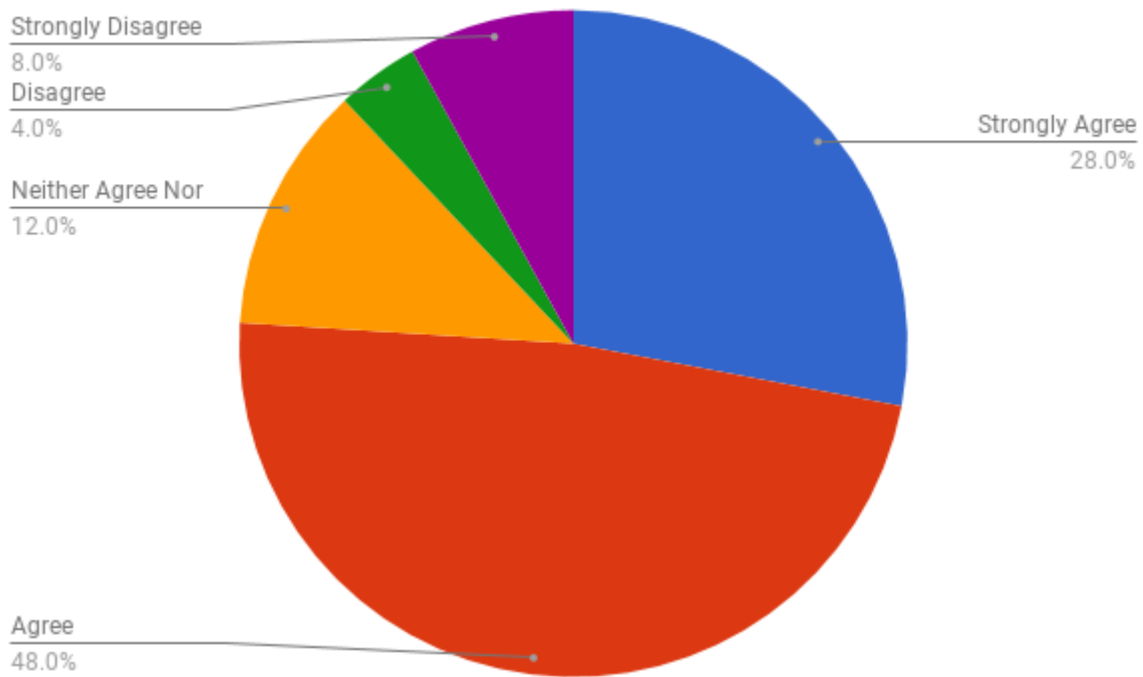
Joint Decision-Making

168. The administration utilizes staff involvement in the area of planning and strategic planning.

Overall USM data:

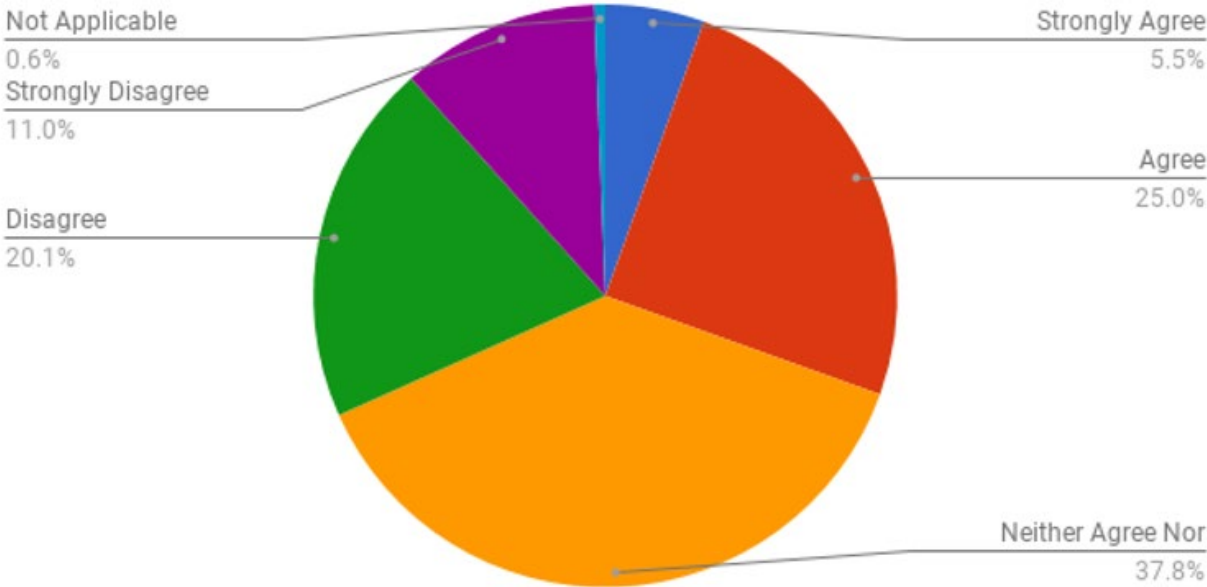


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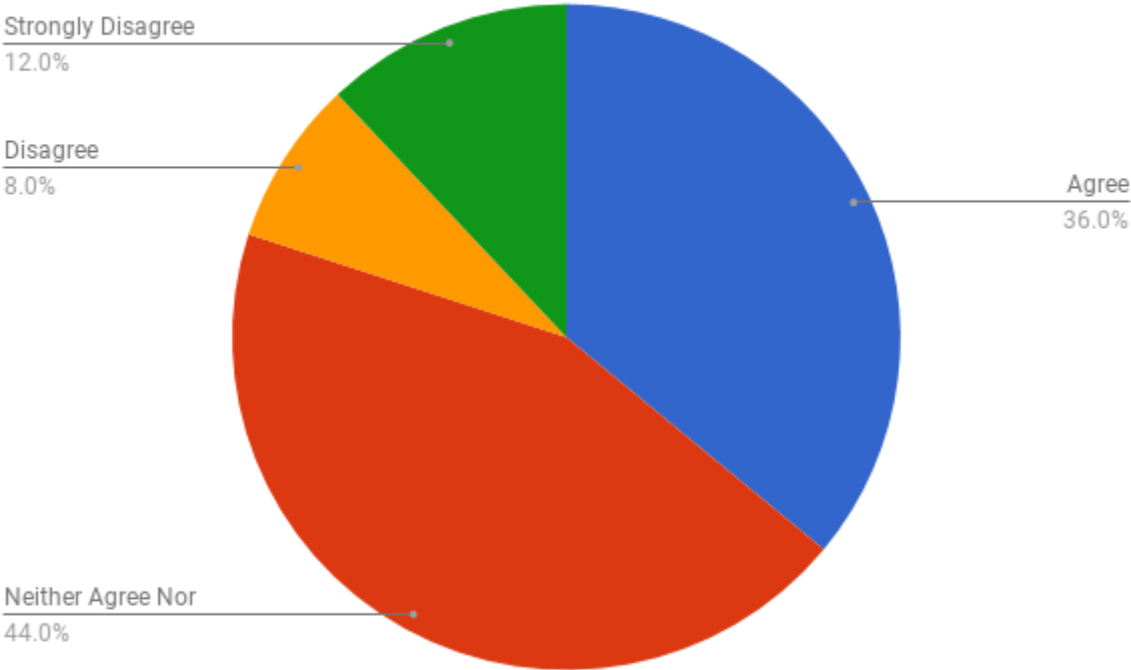


169. The administration recognizes staff involvement in budgeting and fiscal resource planning.

Overall USM data:

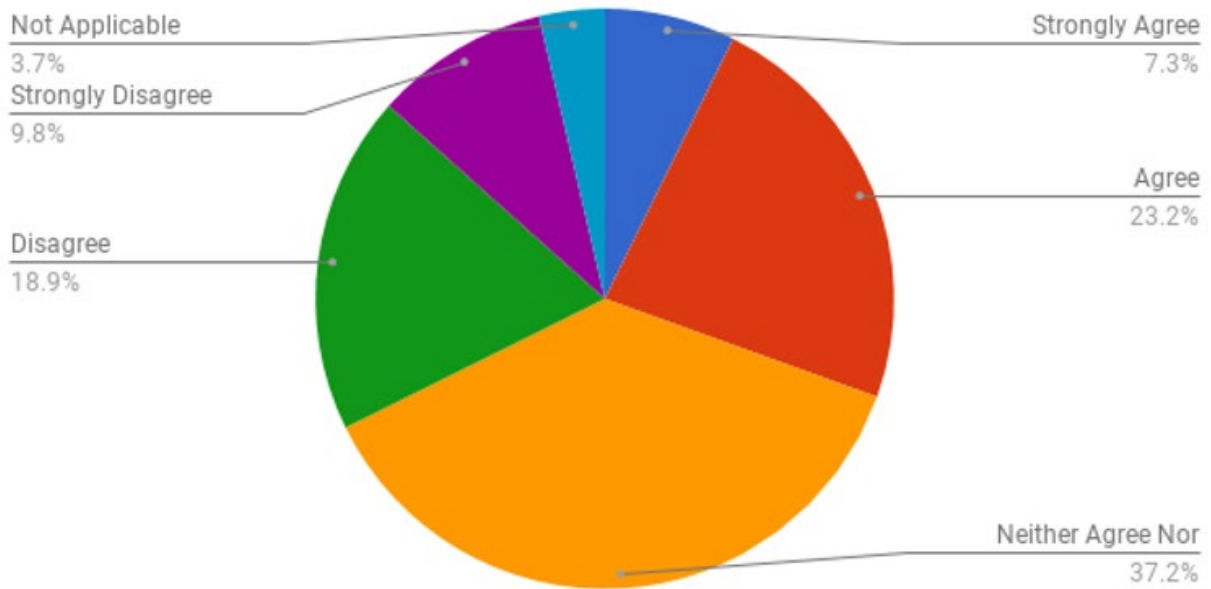


UMBC Institutional Data:

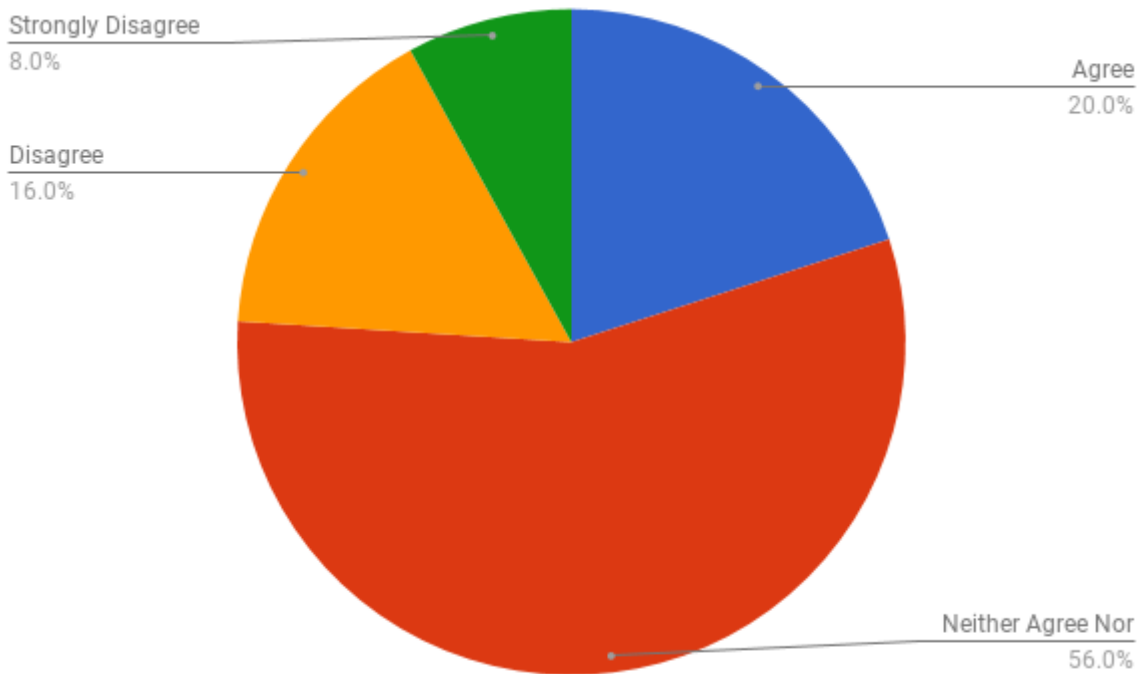


170. The administration recognizes staff involvement in academic affairs and program development.

Overall USM data:

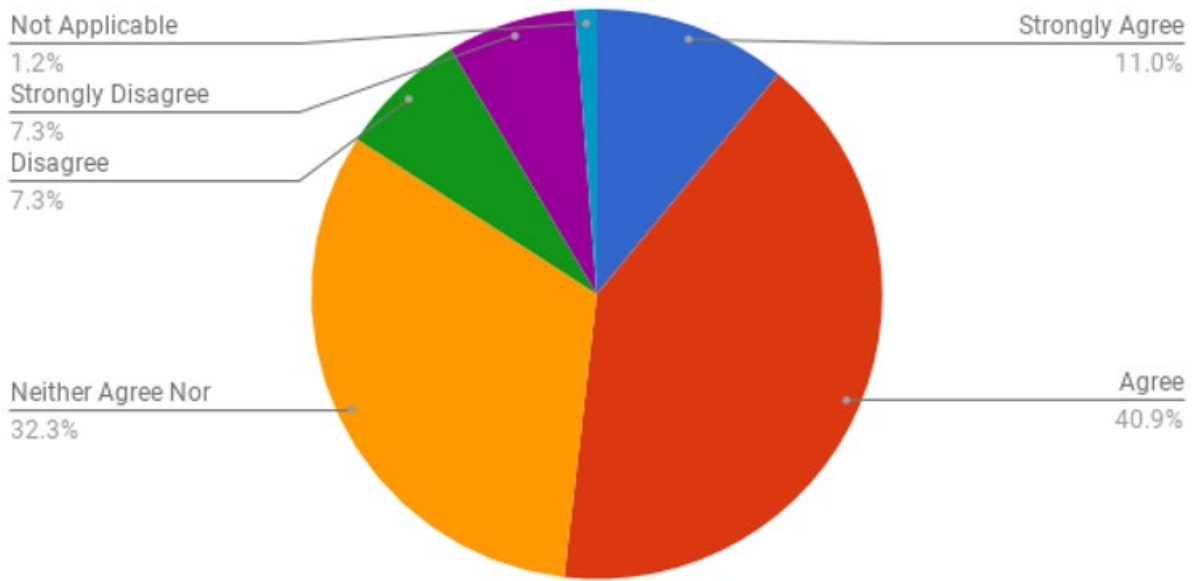


UMBC Institutional Data:

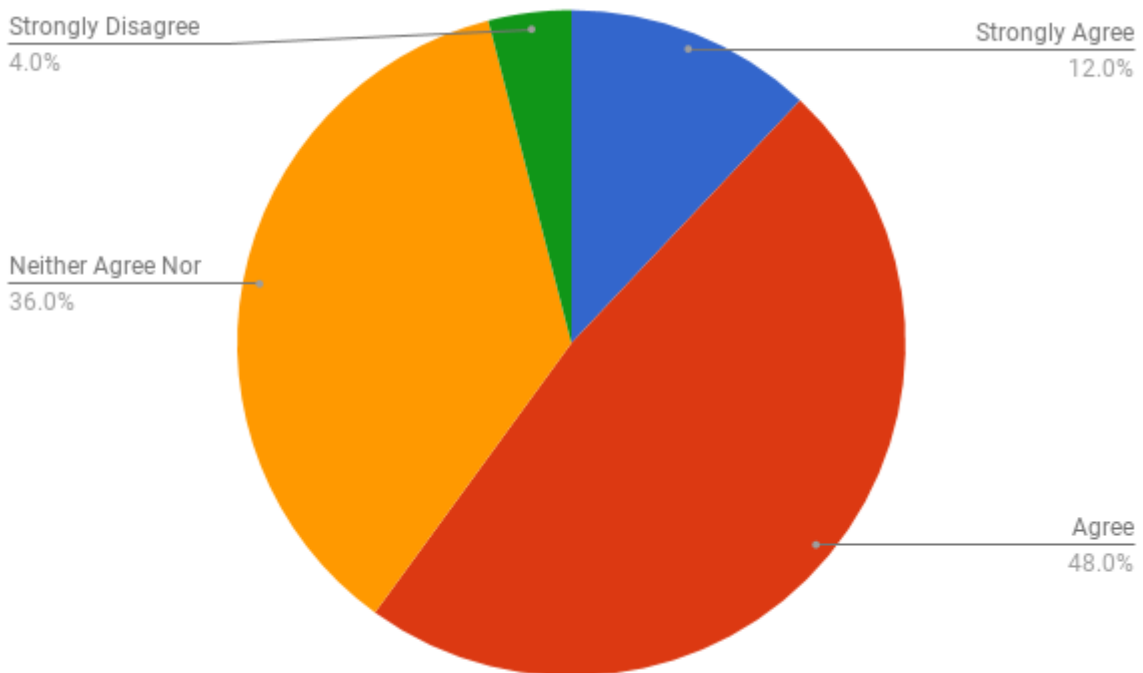


171. The administration supports staff involvement in staff selection and hiring.

Overall USM data:

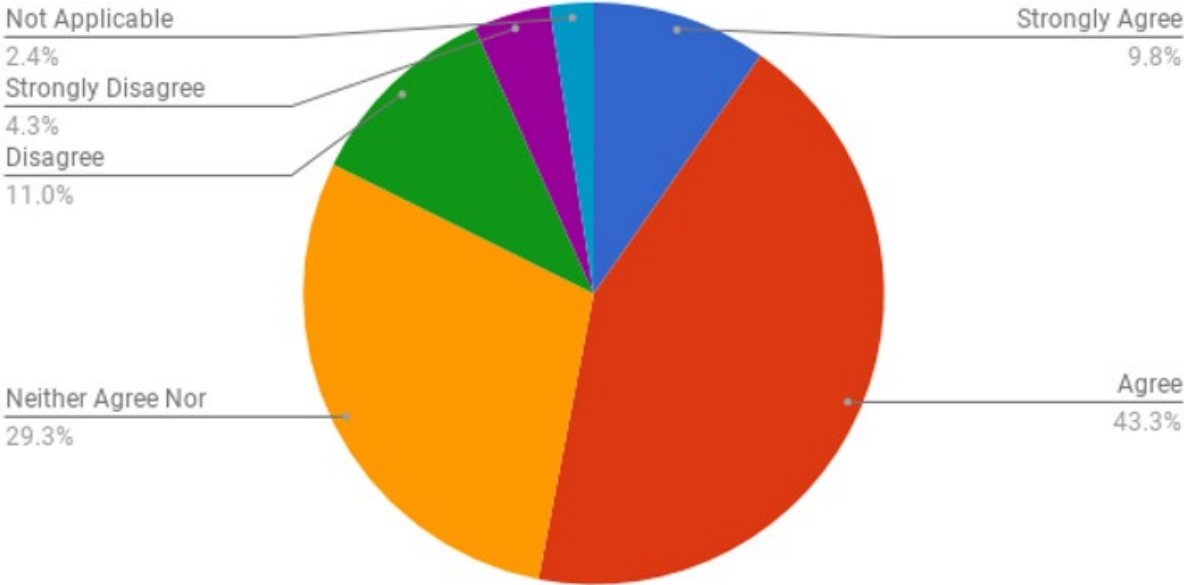


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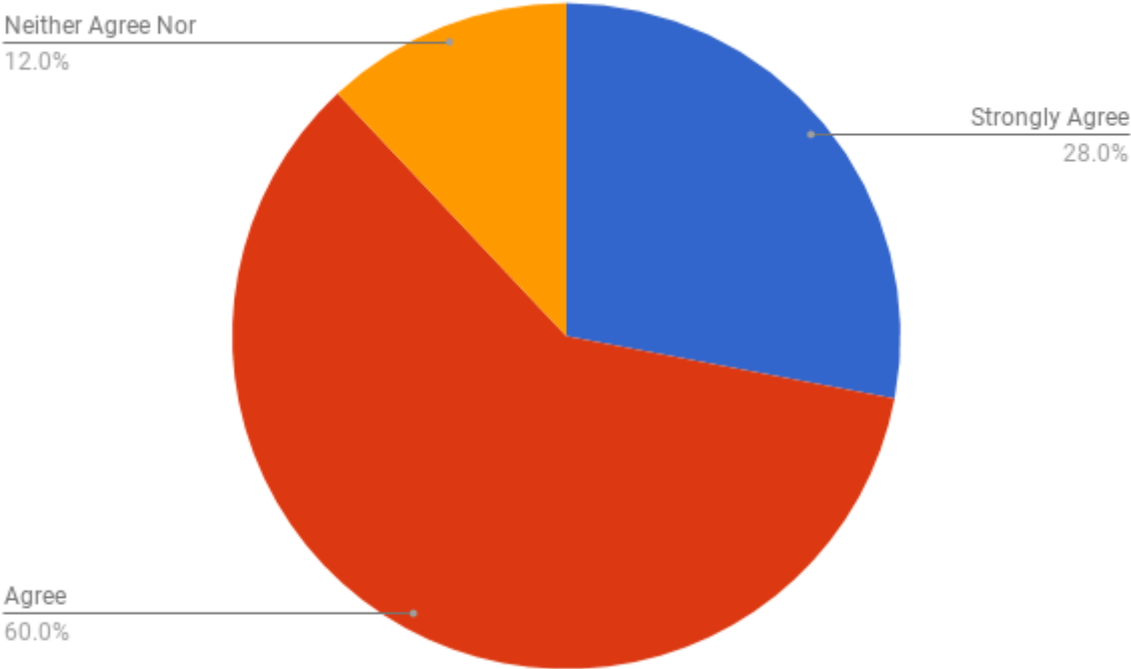


172. Structures and processes that allow for shared governance are clearly defined in the governance documents (e.g. staff handbook).

Overall USM data:



UMBC Institutional Data:



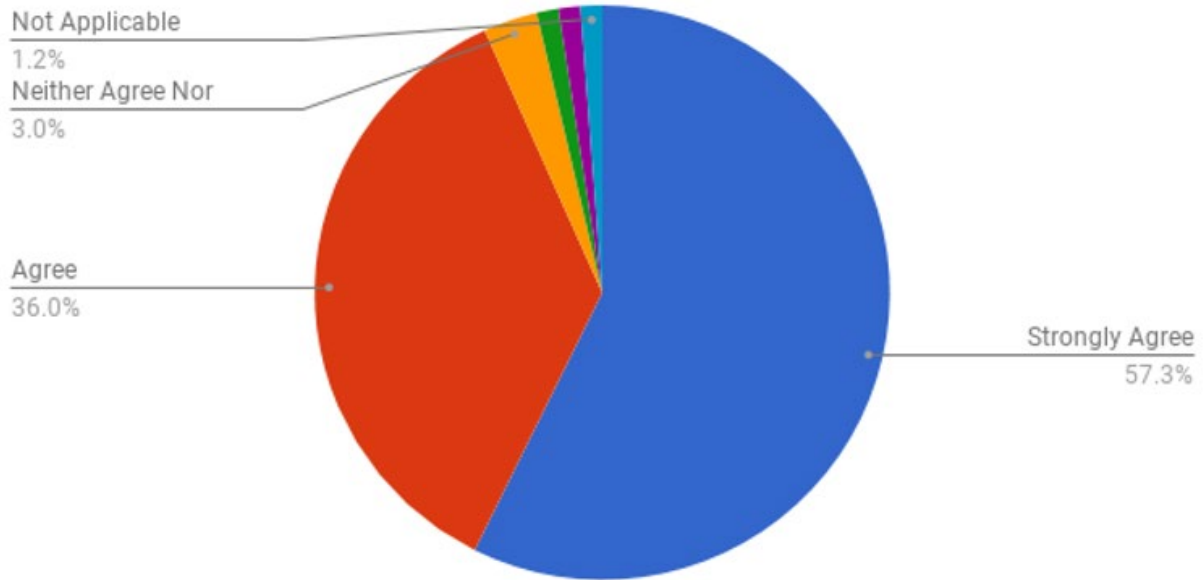
Survey comments on “Joint Decision Making”:

- One of the recurring topics of discussion is that academic and institutional growth do not factor in staff needs. Staff departments are not directly factored into construction needs. Projects are expanded and started without consideration for the need for additional appropriate staff. Staff salaries are often low and the budget is often blamed, all while new projects and initiatives are being launched. The budget, campus growth priorities, and staff needs are often not synchronized.

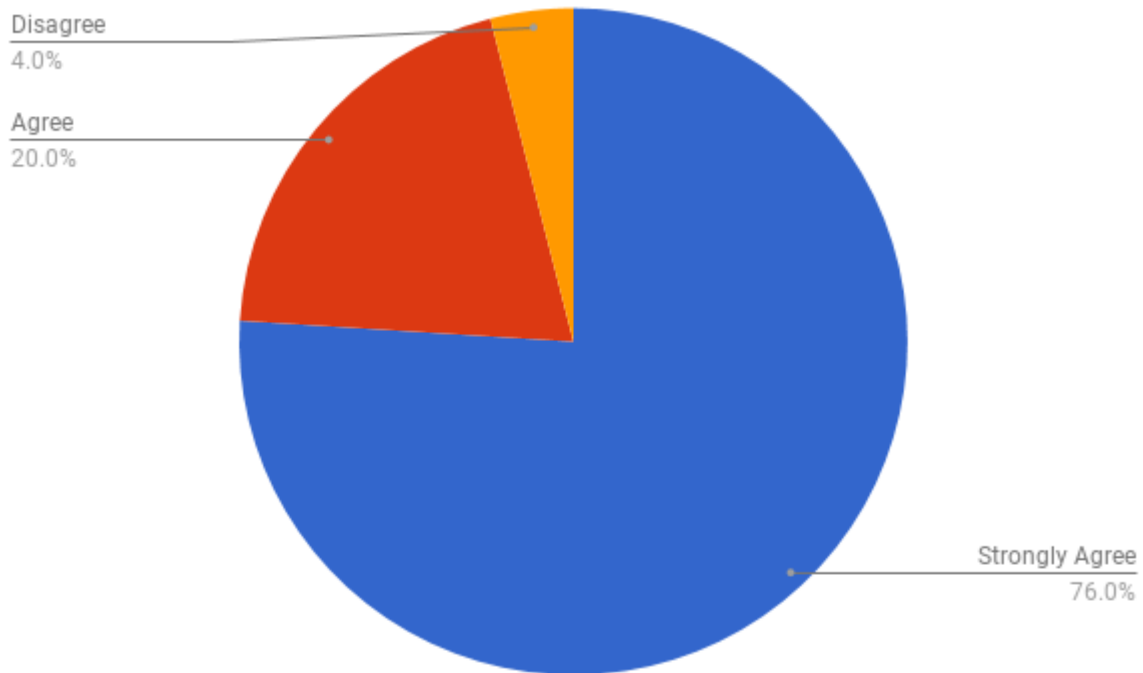
Structural Arrangements for Shared Governance

173. The staff senate and/or other institution-wide governance bodies meet on a regular basis.

Overall USM data:

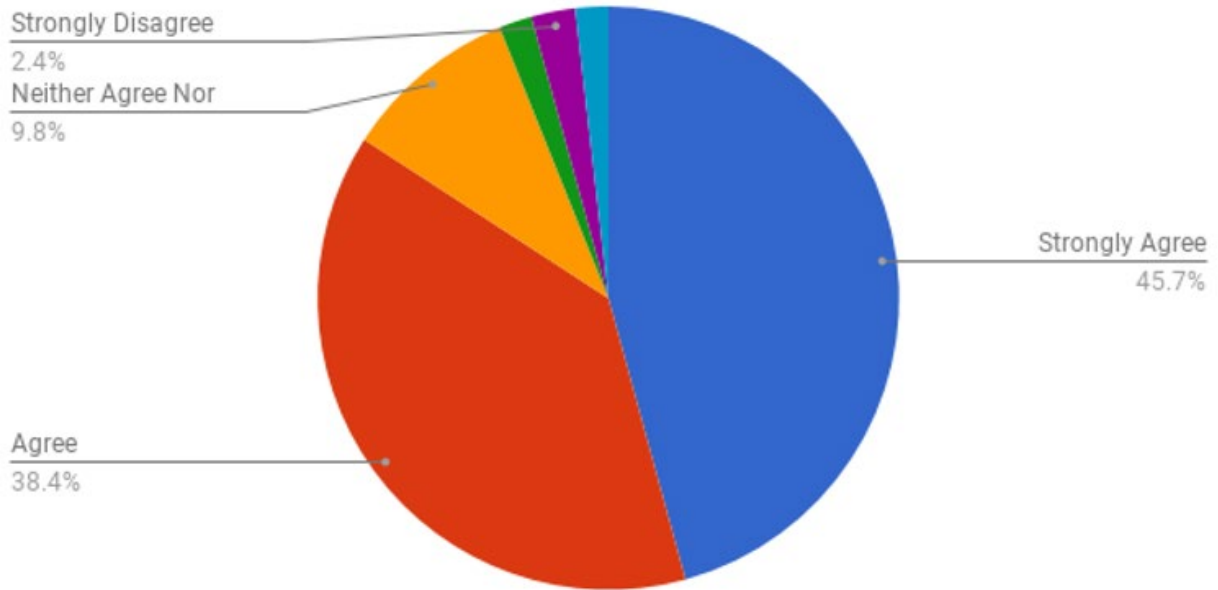


UMBC Institutional Data:

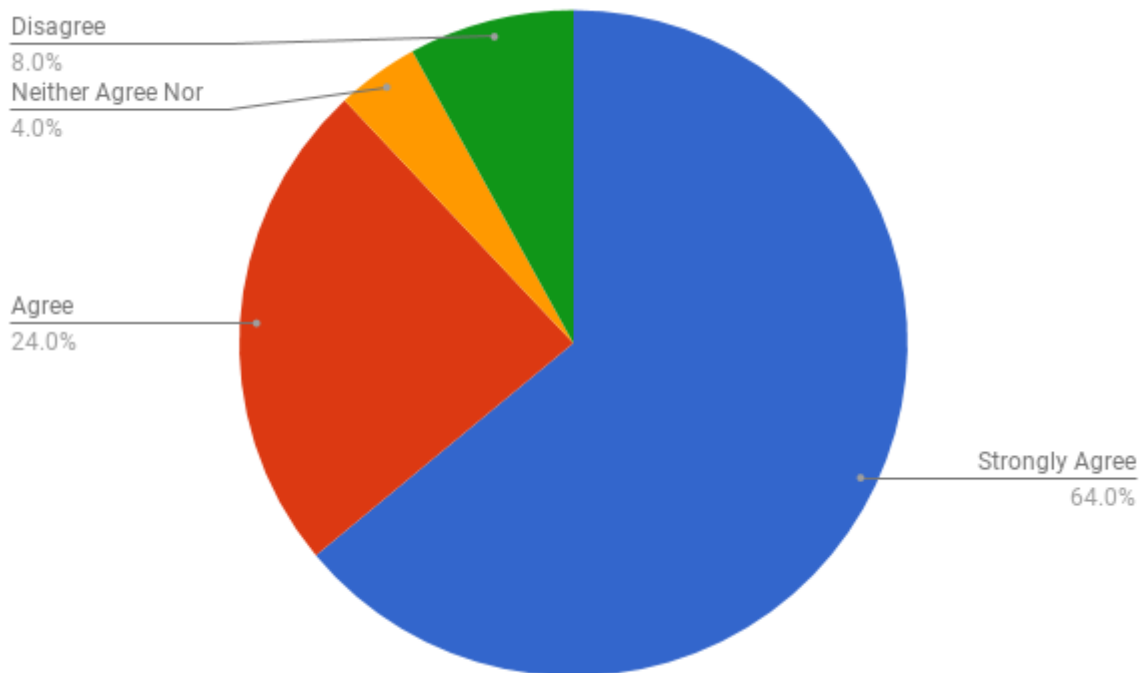


174. Staff determine how their own representatives are selected.

Overall USM data:

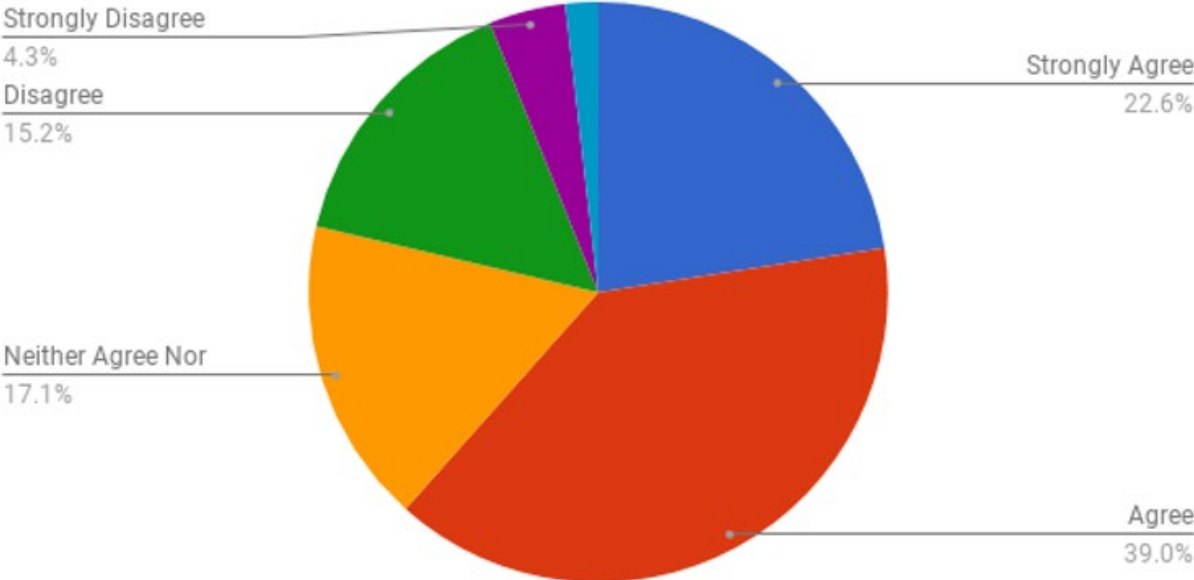


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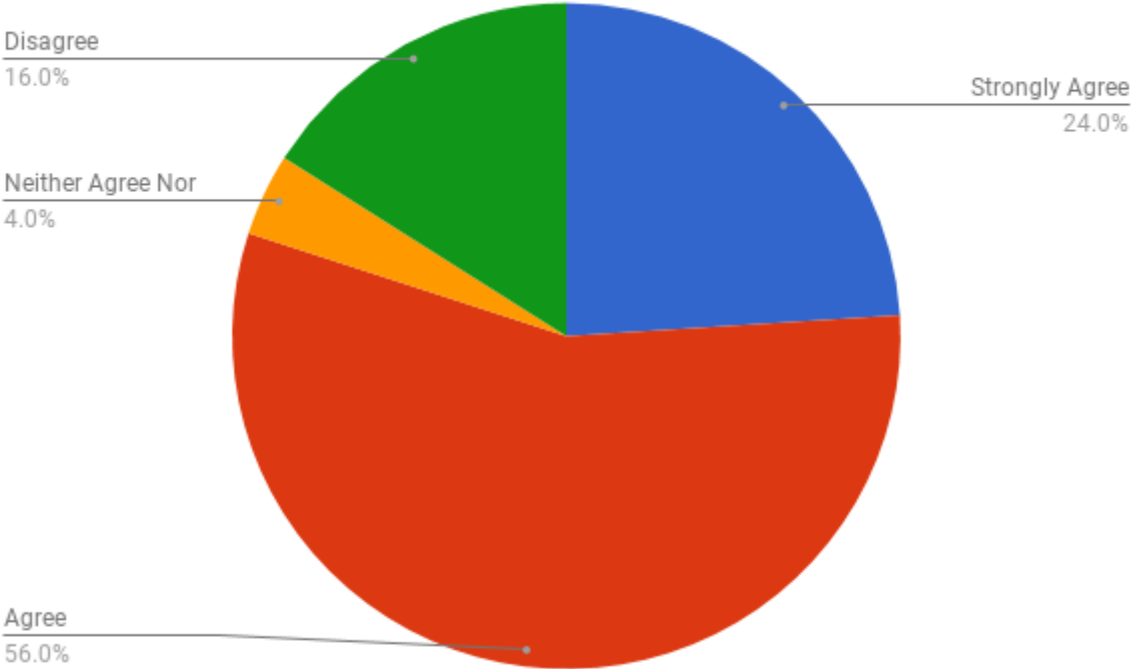


175. The administration provides adequate institutional support for shared governance to function (budget, liaison, etc.).

Overall USM data:



UMBC Institutional Data:



Survey comments on “Structural Arrangements for Shared Governance”:

- Funding was increased this year but compared to other senates we get a lot less funding

Other

176. Is there anything else you wish to communicate regarding shared governance on your campus? (Open-ended question)

- Our current structure is less than a year old, so it is too early to make a real judgement on how well the staff senate functions within the university.
- In general, it feels as if the faculty senate is given more weight than the staff senates in decision making, but we are making progress in shifting that balance.
- Staff Senate is a newly formed group on our campus.
- There often seems to be a focus on faculty engagement and the opportunities for staff to be the focus of initiatives is sometimes lacking.
- Doing great on our campus.
- Shared governance seems to be centered around those working in academic dept. vs. research exempt employees.
- Shared governance at UMBC is encouraged at the highest level.

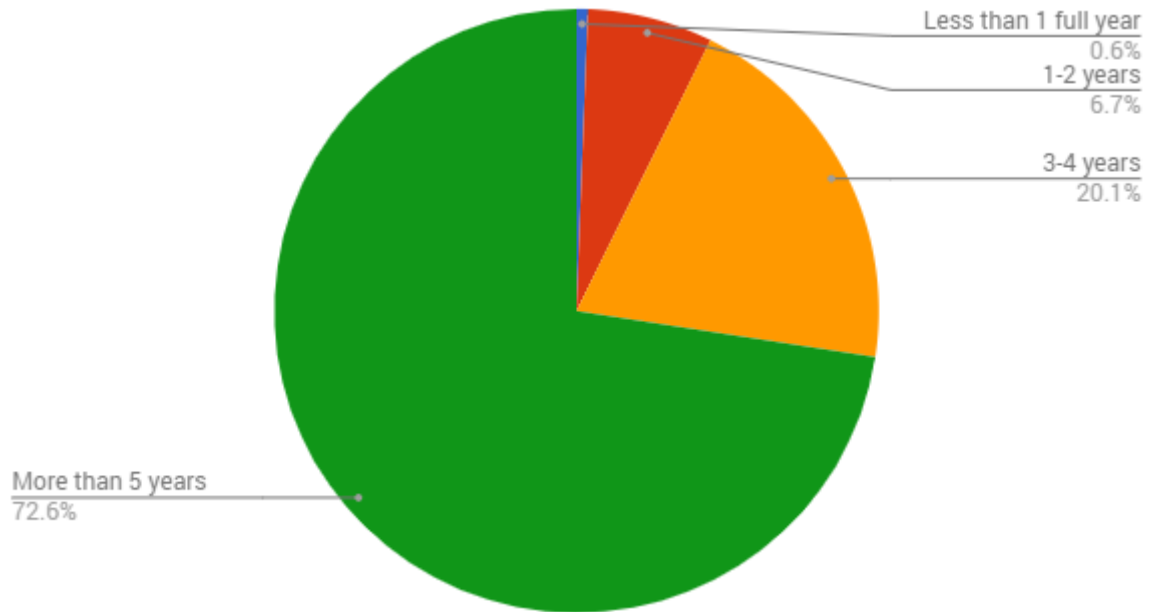
CUSS Shared Governance Survey 2017-2018

University of Maryland, College Park (UMCP) Report

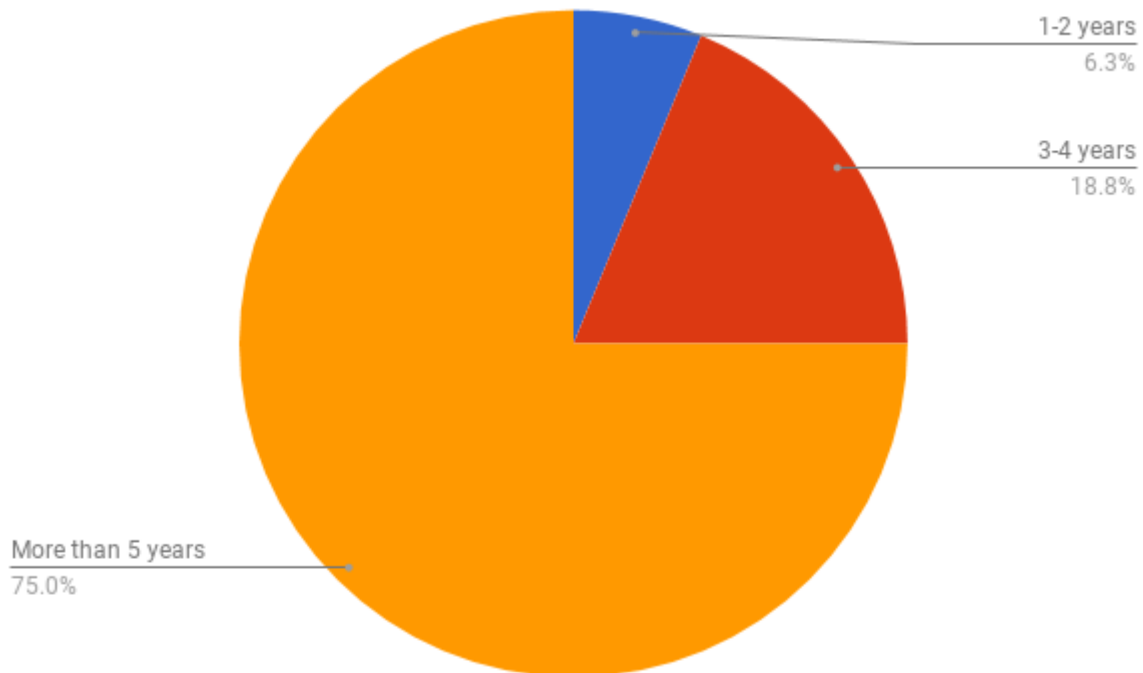
Total Participants: 16

Length of service at institution

Overall USM data:

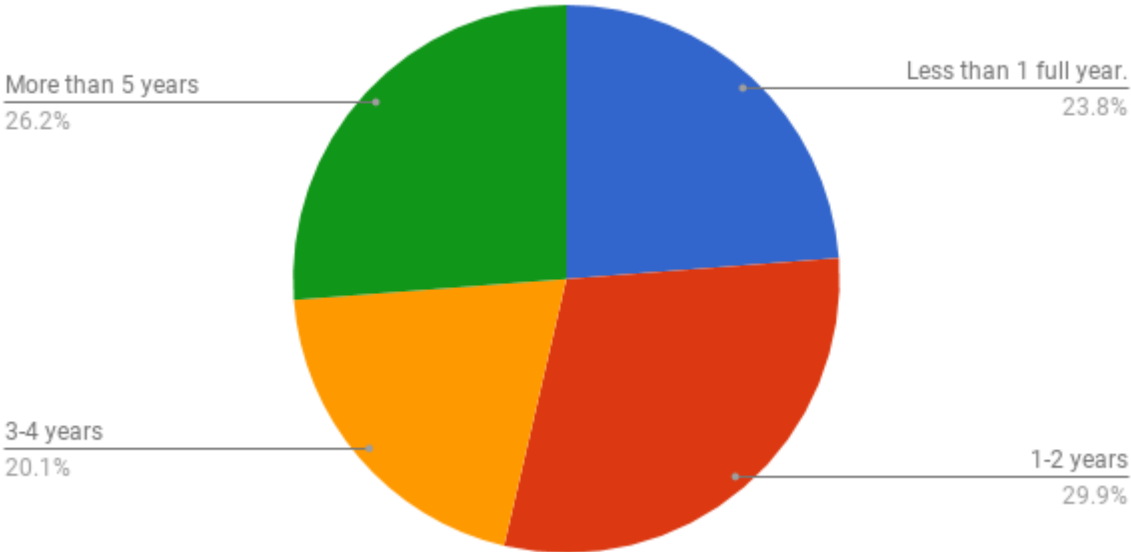


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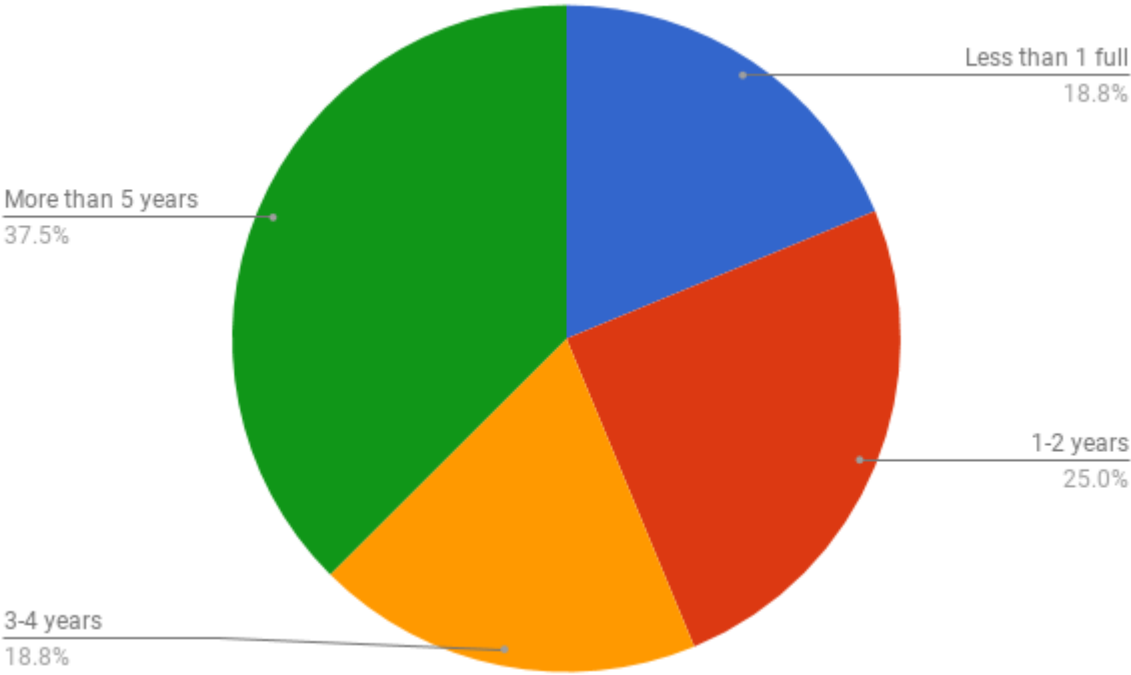


Length of involvement in staff Shared Governance

Overall USM data:



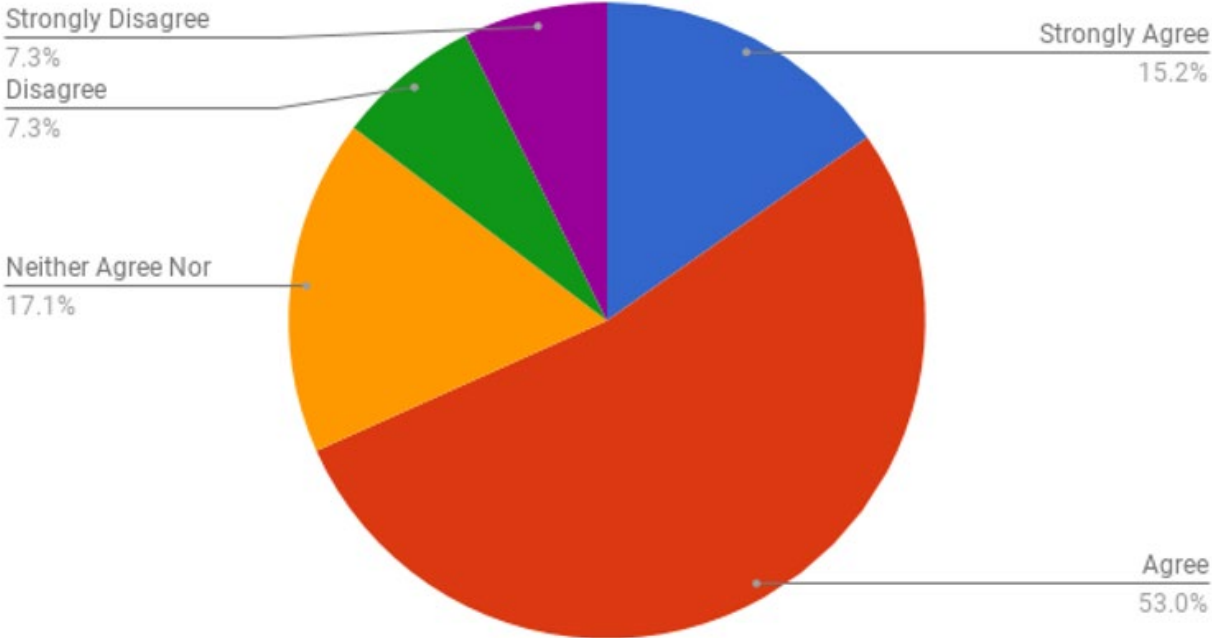
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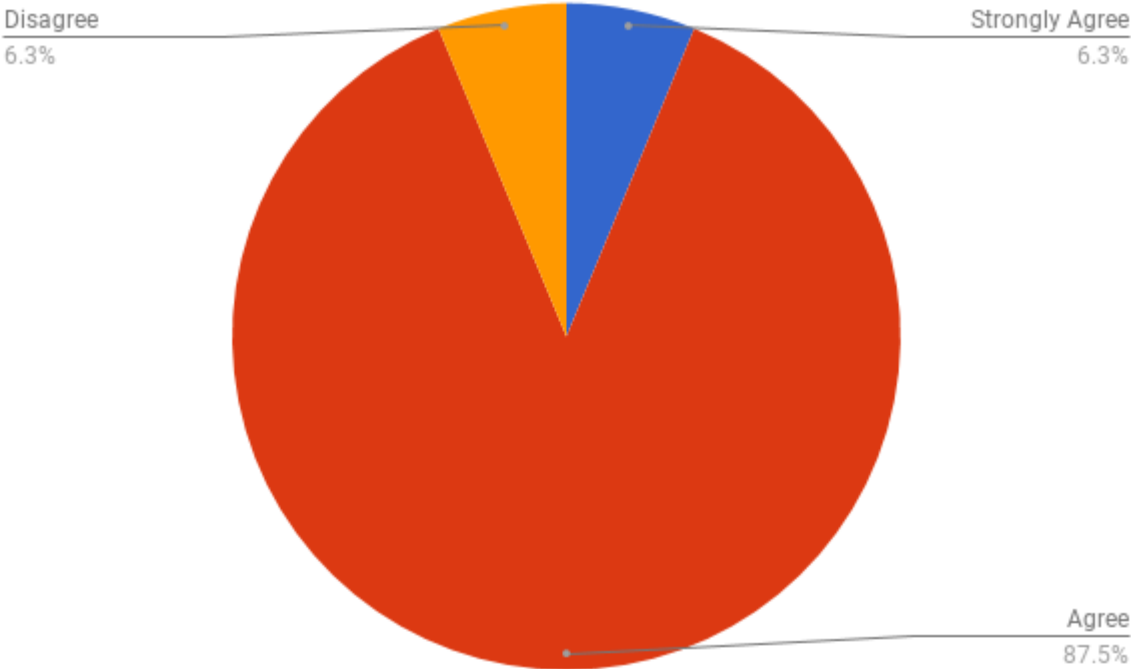
Climate for Governance

177. Shared governance on our campus is alive and healthy.

Overall USM data:



UMCP Institutional Data:



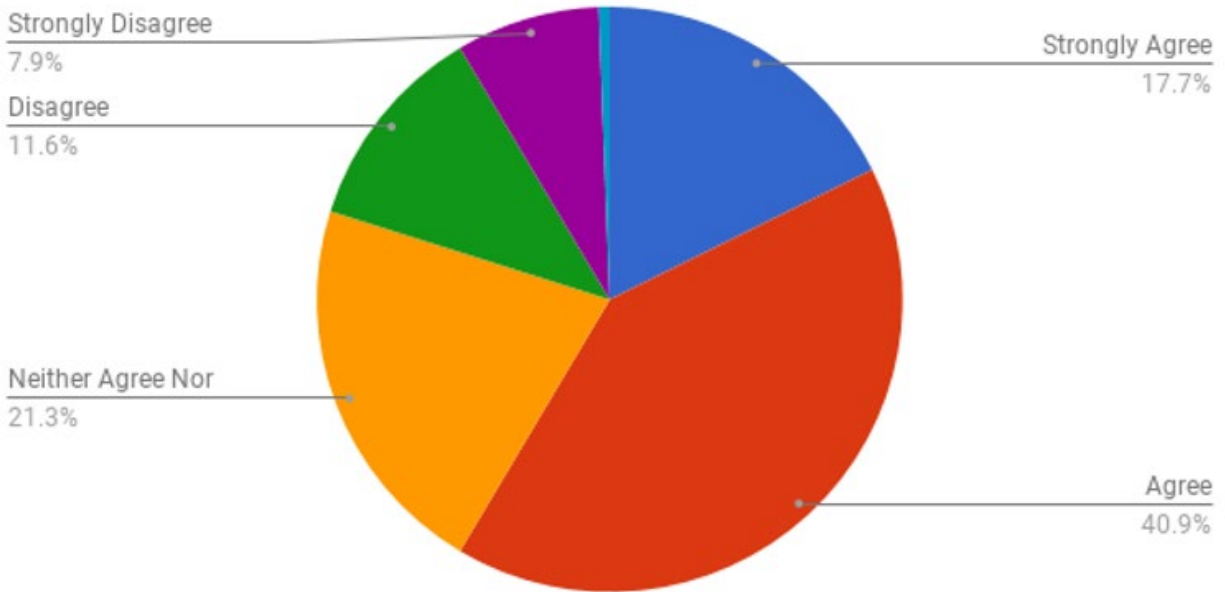
Survey comments on “Climate for Governance”:

- It's still a little difficult for staff who are not involved in academic research or related activity to be engaged due to the nature of some of the items being presented. However, the opportunity here at UMD is there as long as the elected senators reach out.
- Full Senate must be apprised of information and policies impacting the campus on a regular basis. Information on campus parking, new policies on staff evaluations (PRD), campus construction and parking. All of these impact campus. When they are in committee they should be brought to Senate on continuing basis.
- President Loh is not an active participant in the shared governance process. The relationship is all on his terms.
- "Healthy" is quite a term. Participation from constituents is low, but the people who are on the Senate pay attention.
- I think more attention could be brought to the idea of shared governance across the campus.

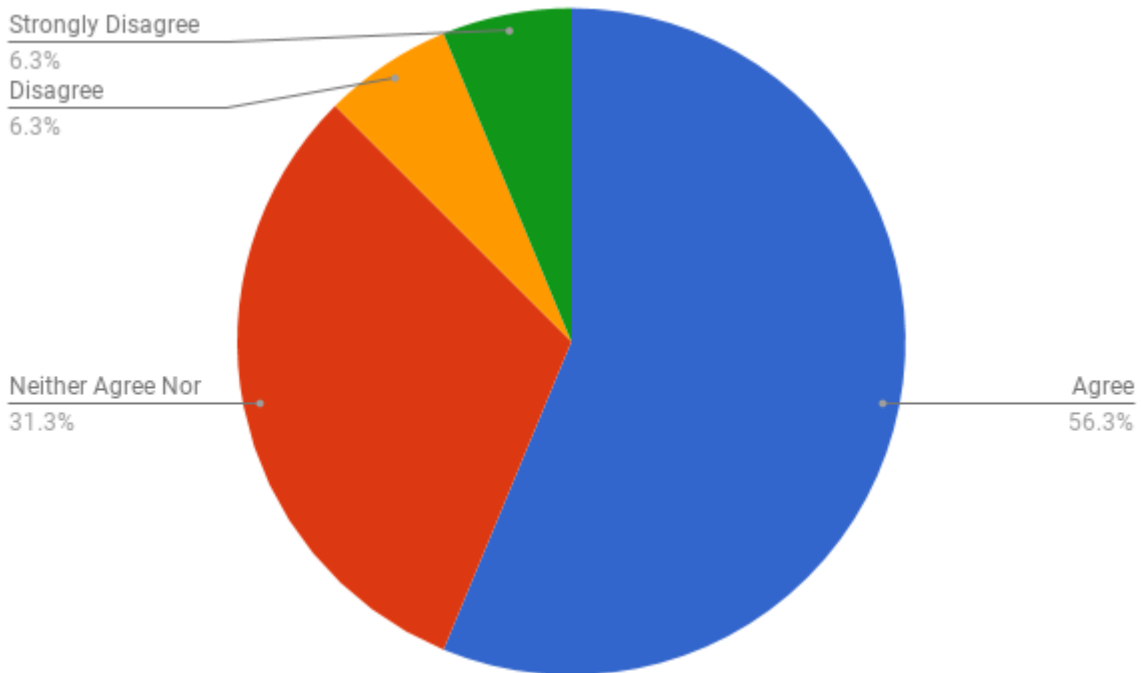
Institutional Communications

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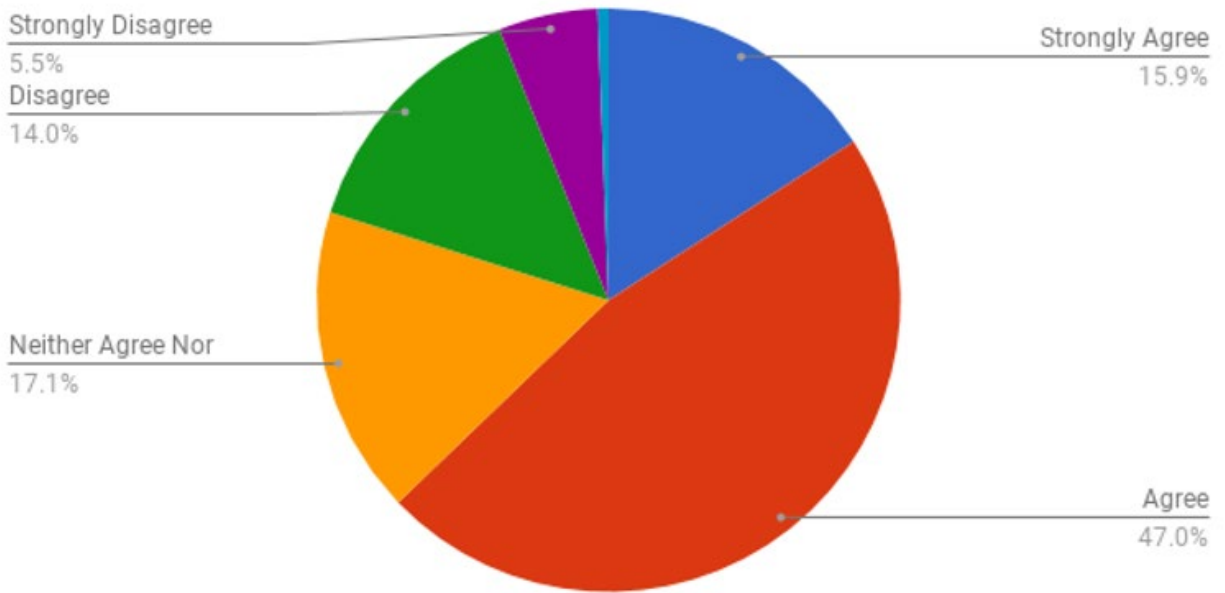


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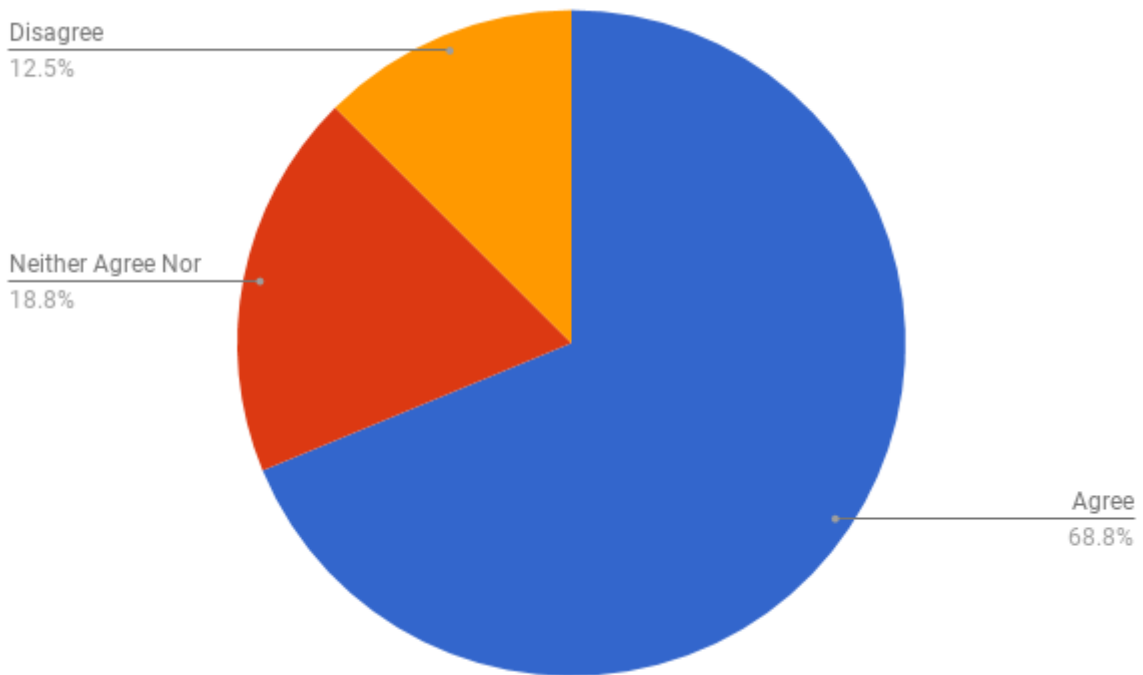


179. Staff can openly communicate governance issues with cabinet/upper management.

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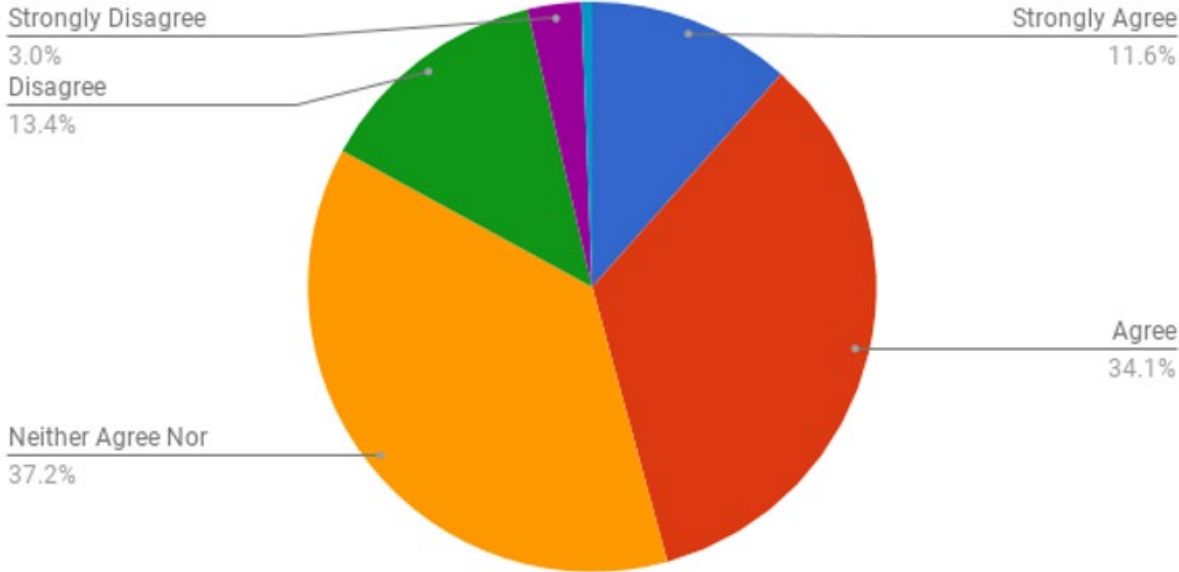


UMCP Institutional Data:

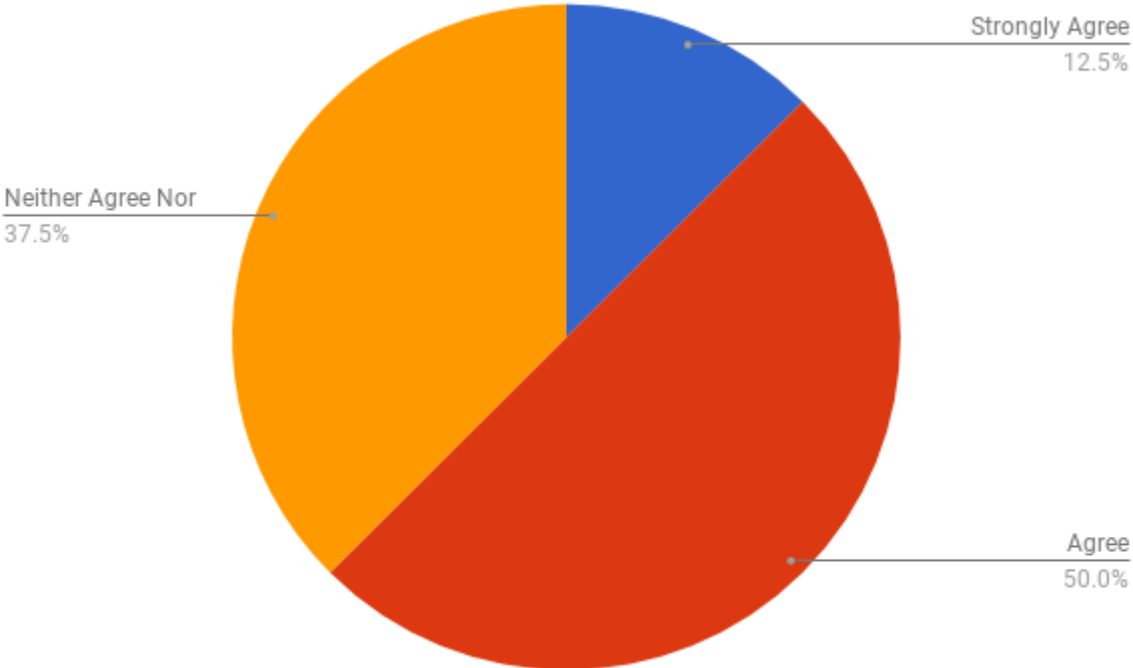


180. Feedback is presented in a timely manner, be it positive or negative.

Overall USM data:



UMCP Institutional Data:



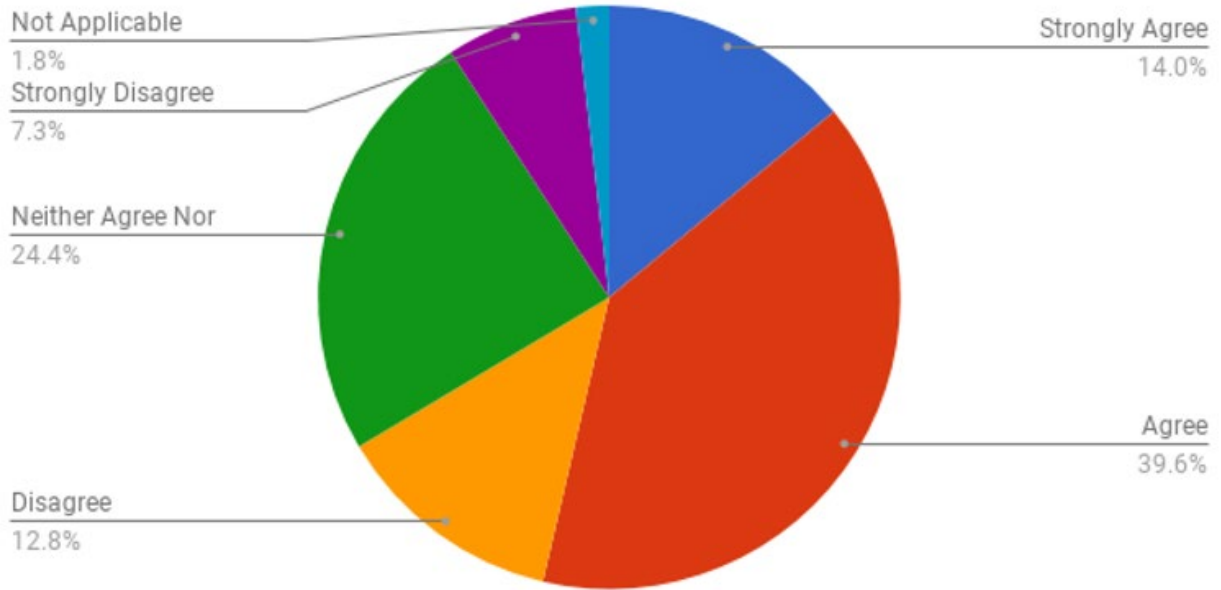
Survey comments on “Institutional Communication”:

- Shared governance topics or forums may not be clearly communicated to all staff
- This is a little vague. As a Senator, I'm not sure who "upper management" is or staff/senate leadership. Is that the Senate Office? Is that my supervisors? Is that the main administration? I don't know who we're talking about, so it's hard to answer these questions. Maybe that says something about our communication with them, though...

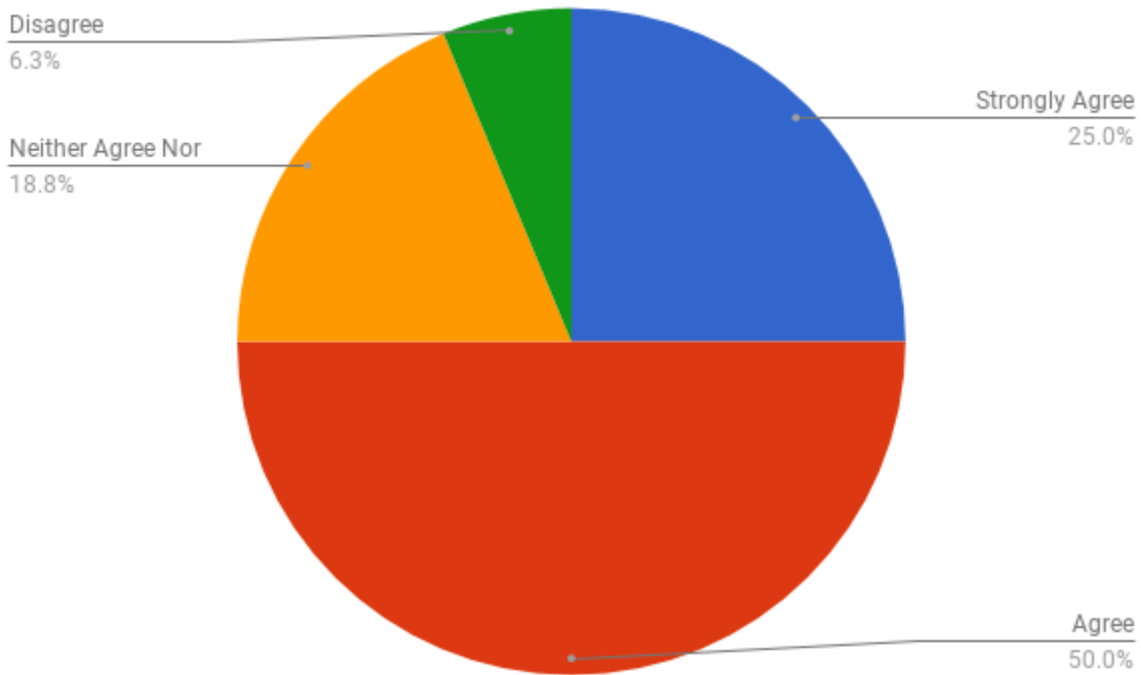
Senate's Role

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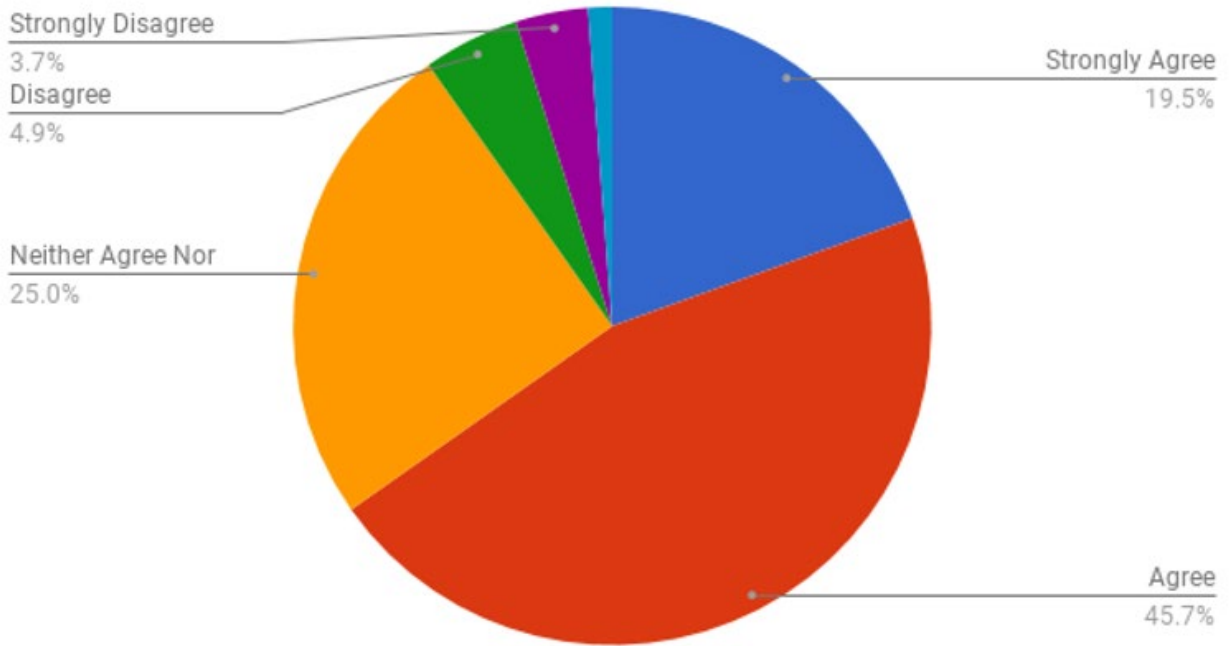


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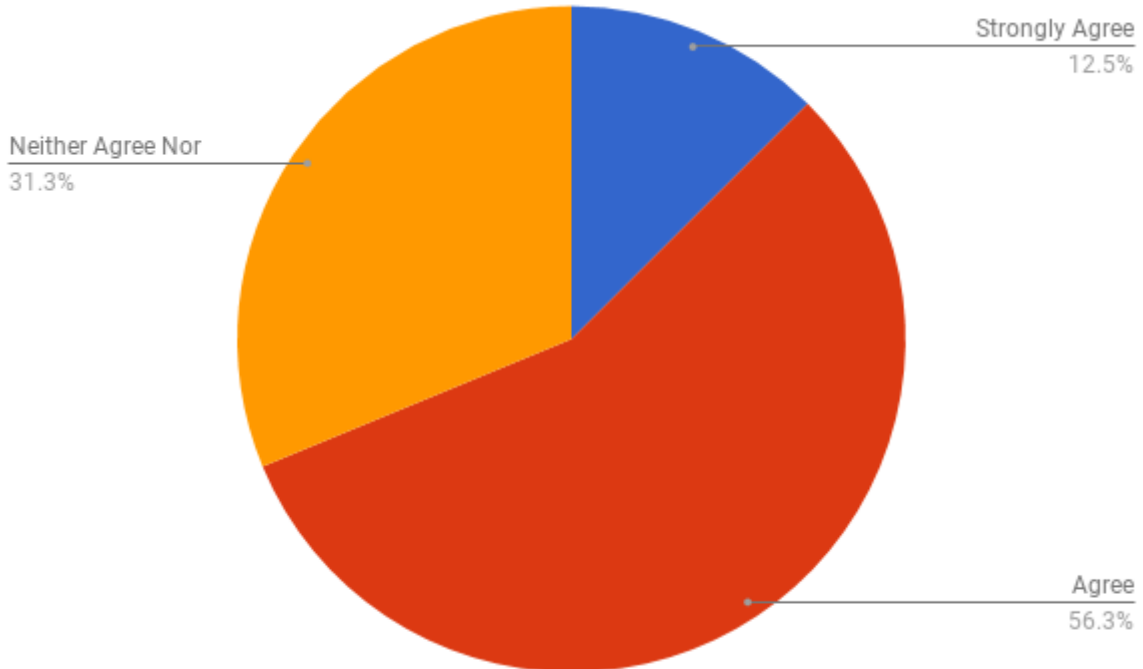


182. Your role with staff senate is valued.

Overall USM data:



UMCP Institutional Data:



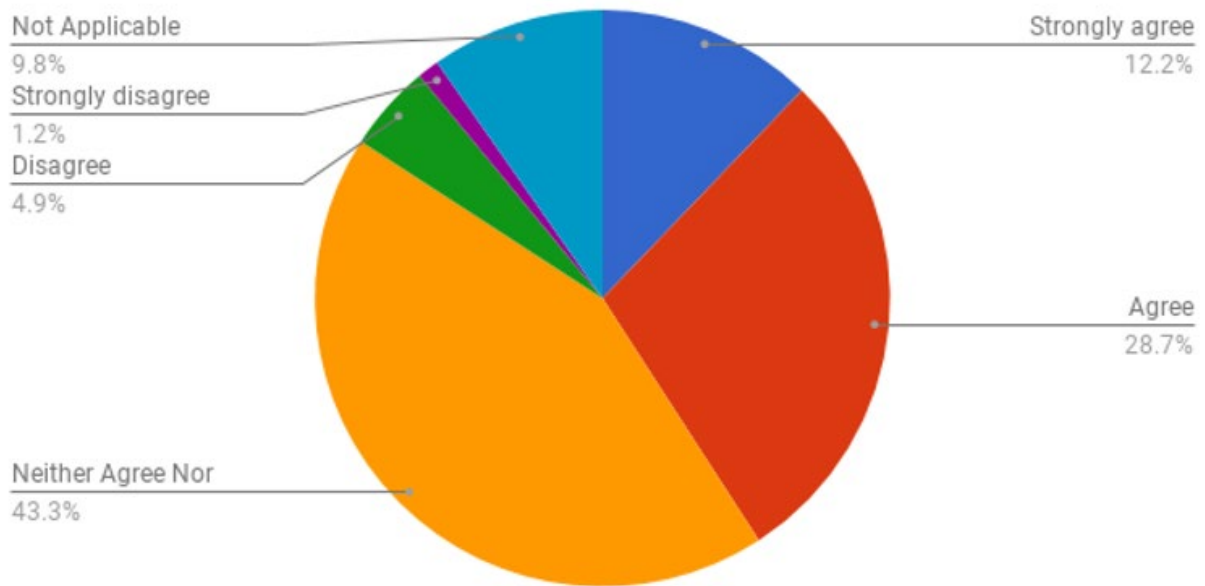
Survey comments on “Senates Role”:

- We need to add PRACTICAL orientation for senators, especially staff senators, to teach them how to establish change by working with committees and developing items that can be brought before the senate body for a vote.
- The university senate has a role in draft policies, draft processes, and academic programs & courses.
- One really needs to be on a committee to be valued or make an impact.

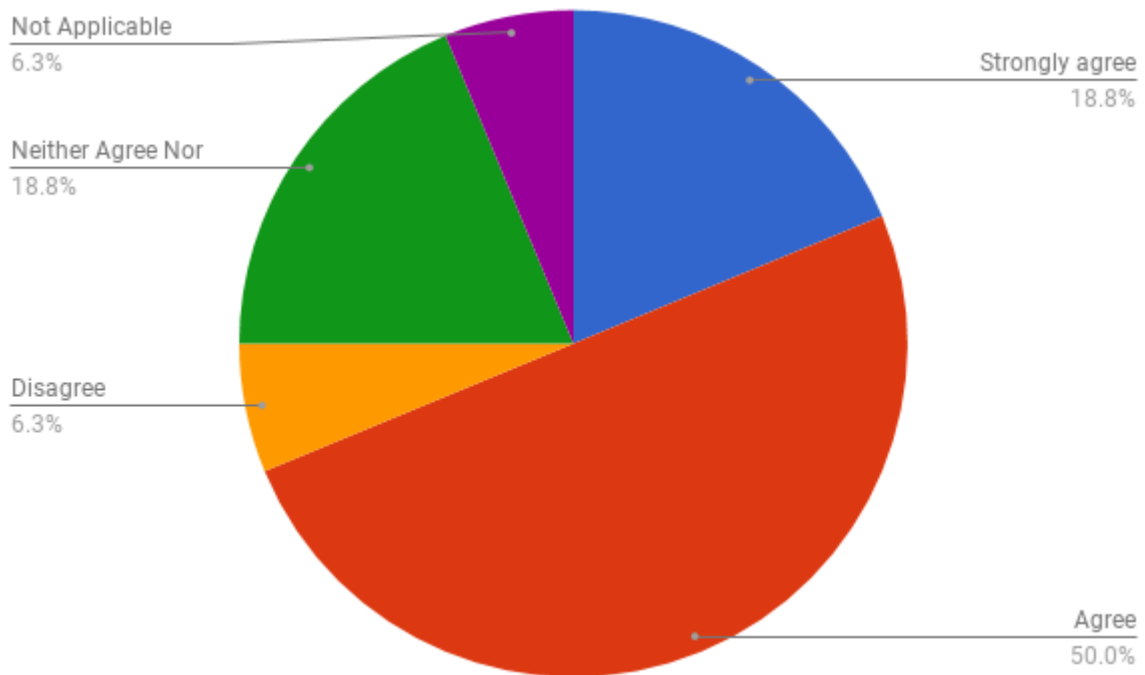
The President's Role

183. Other than on rare occasions, the president seldom overturns staff decisions and recommendations.

Overall USM data:

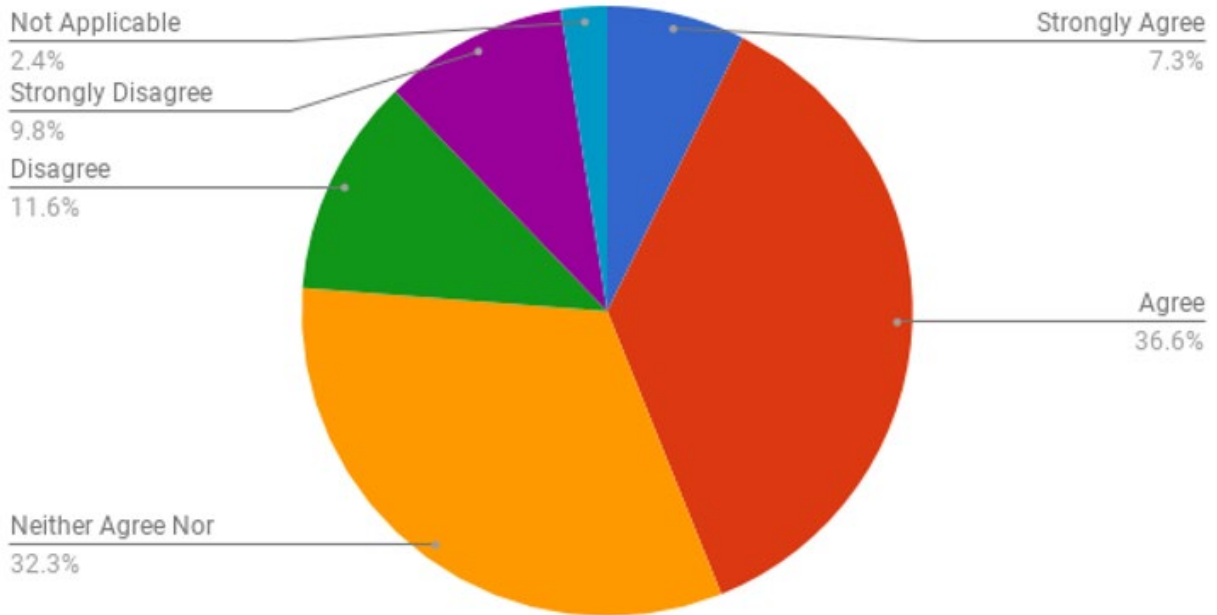


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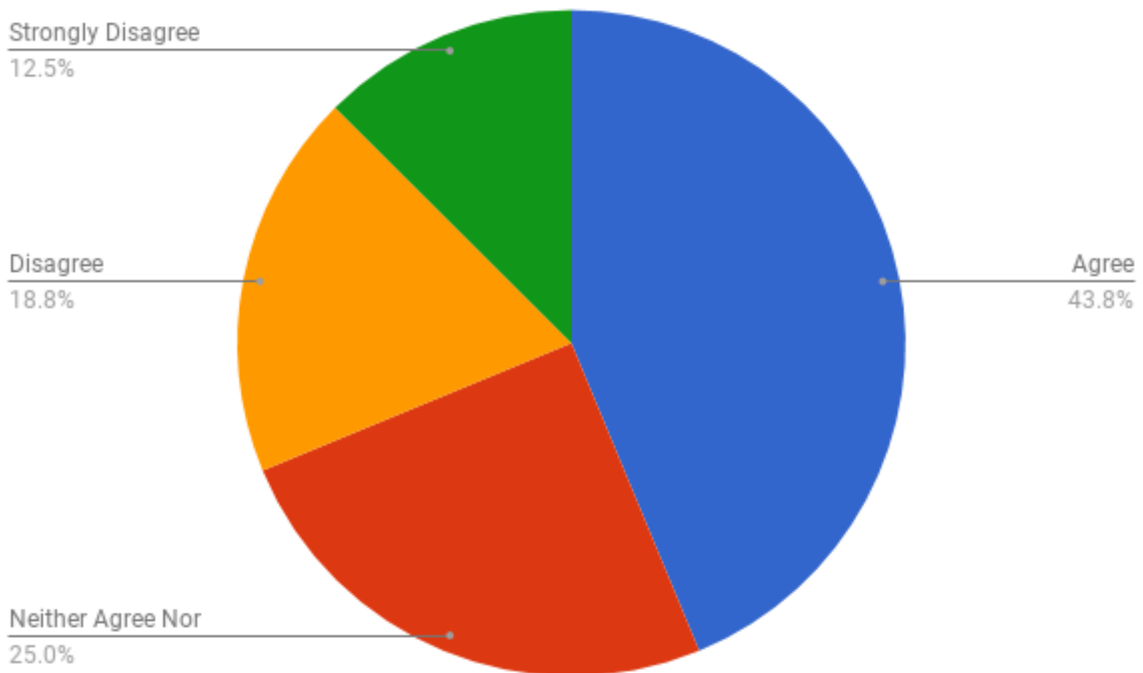


184. The president seeks meaningful staff input on those issues (such as budgeting) in which the staff has an appropriate interest but not primary responsibility.

Overall USM data:

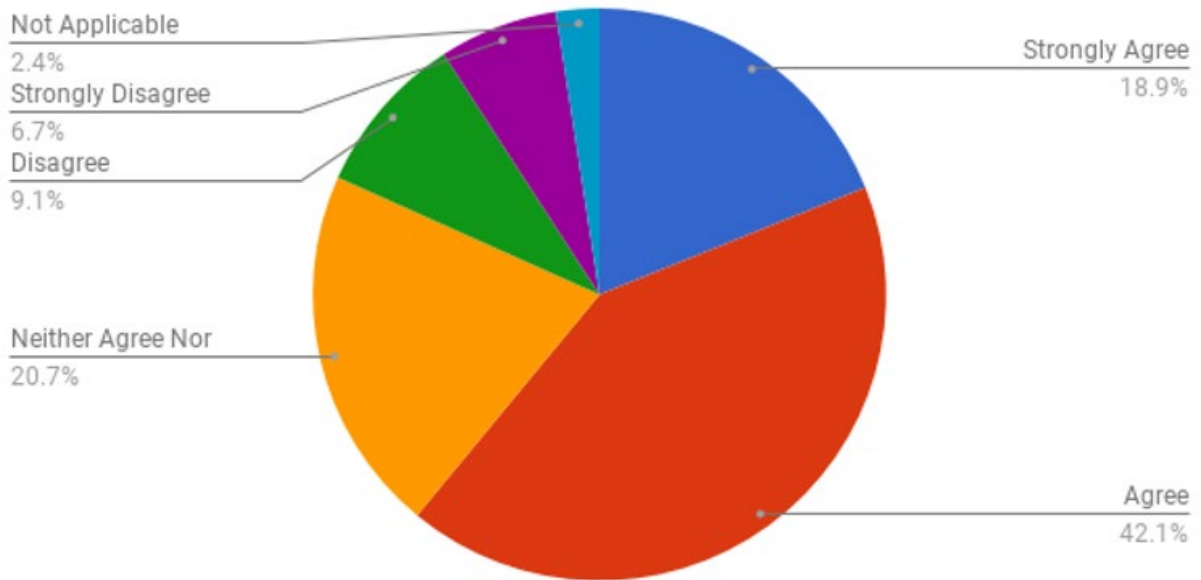


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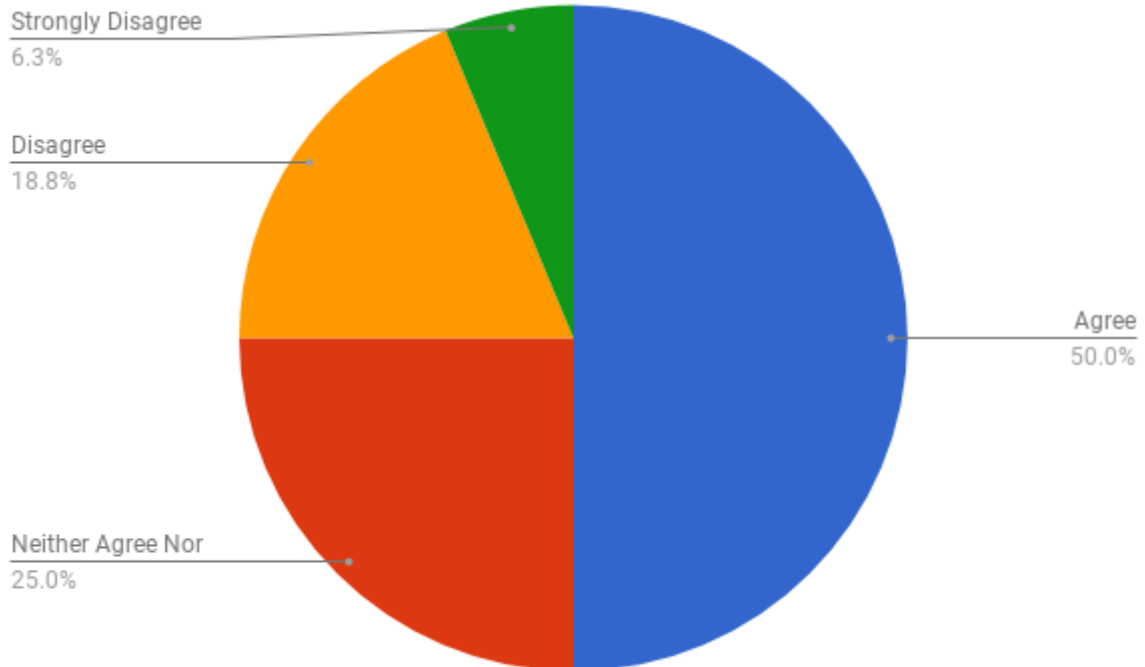


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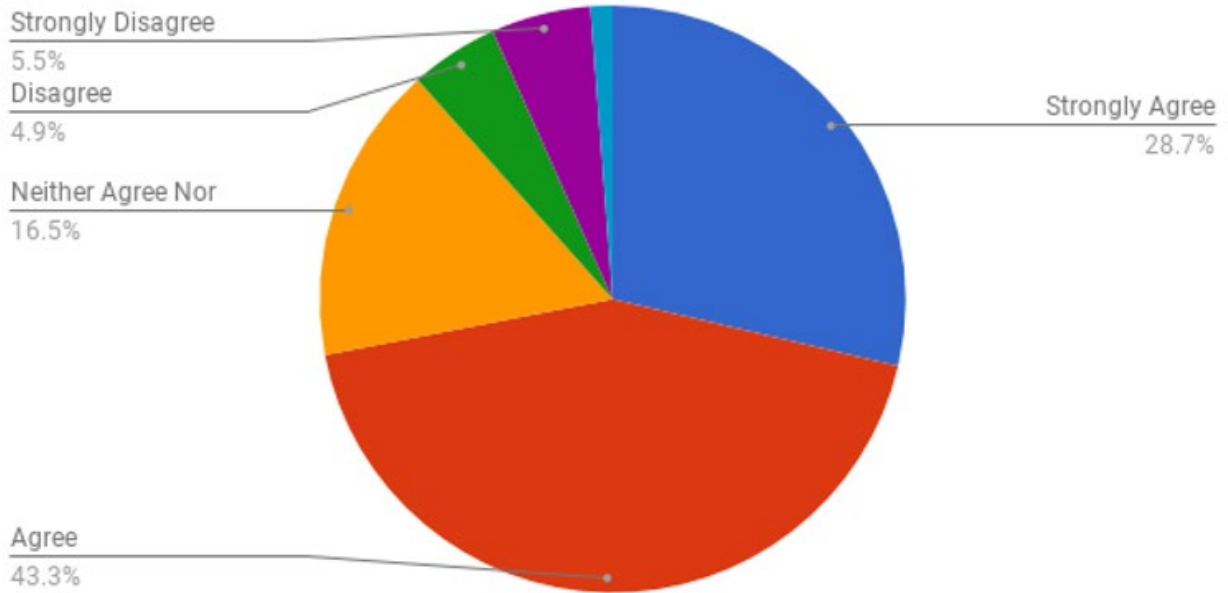


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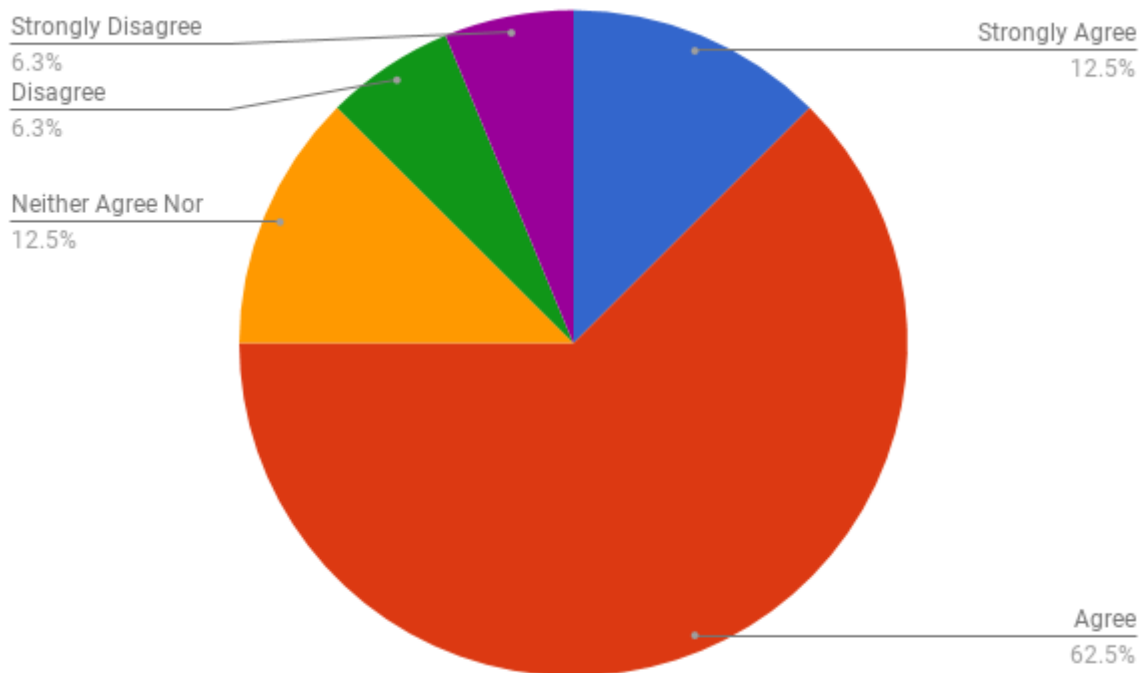


186. The president supports and advocates the principles of shared governance within colleges, divisions, and departments.

Overall USM data:

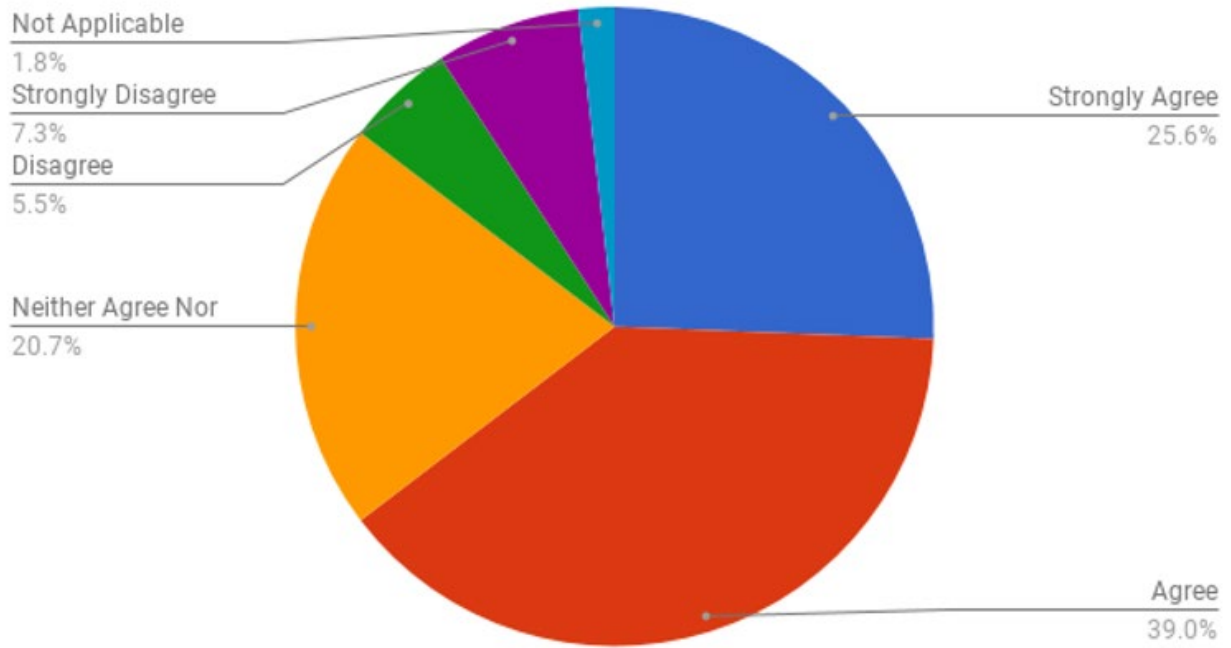


UMCP Institutional Data:

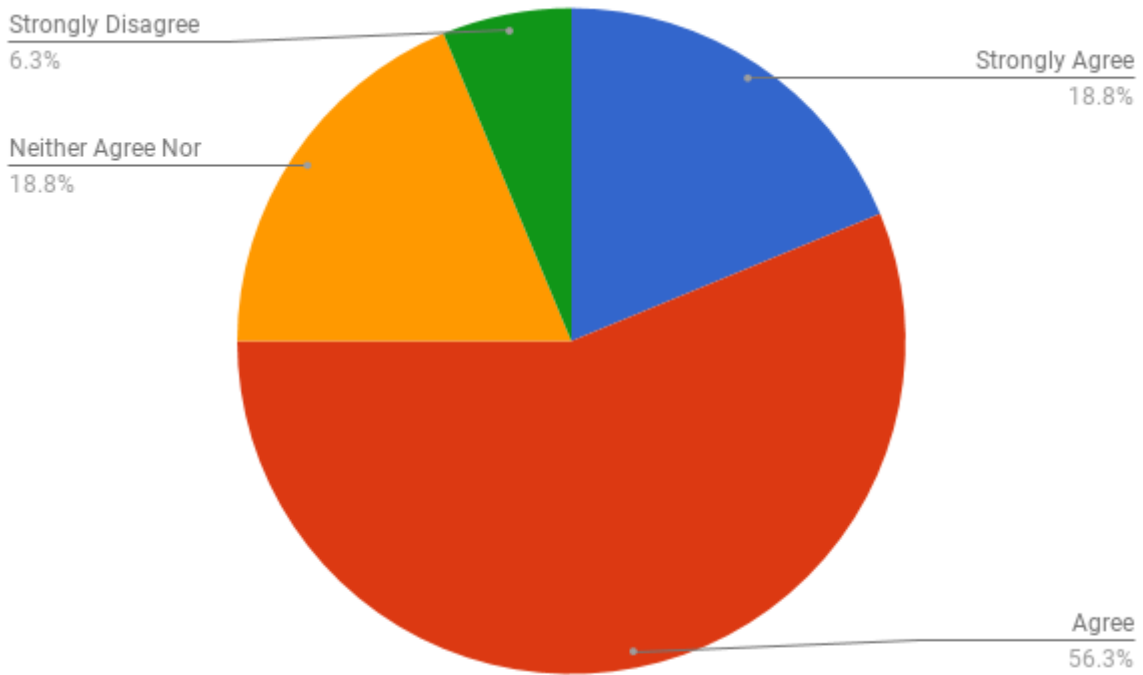


187. There is open communication with staff senate.

Overall USM data:



UMCP Institutional Data:



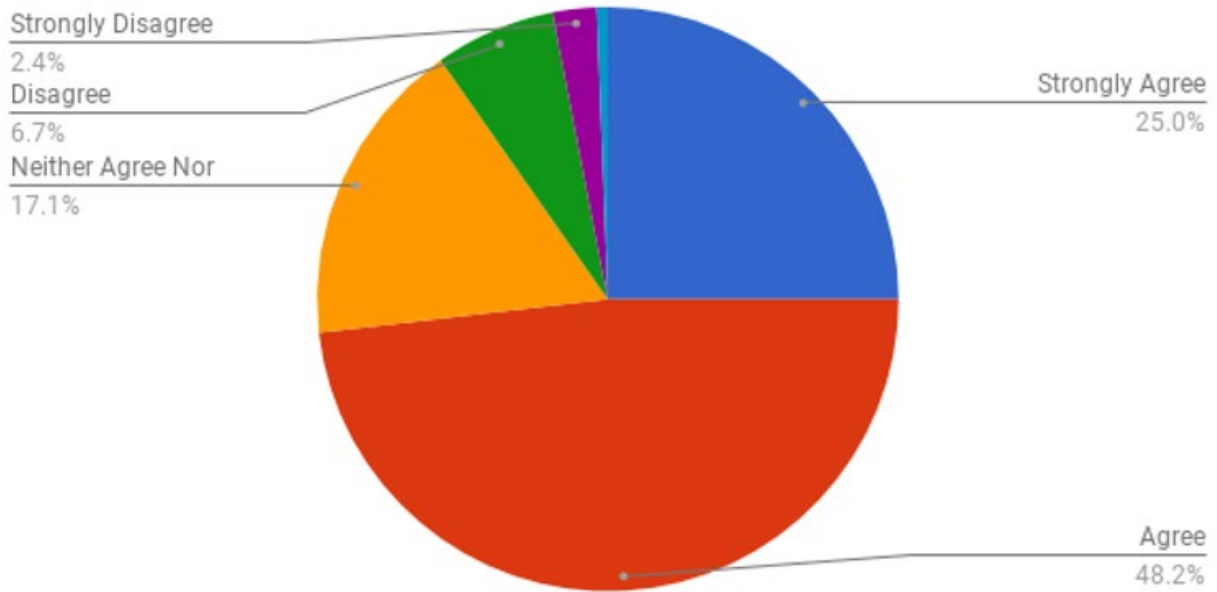
Survey comments on “The President’s Role”:

- We have a university senate - faculty, staff, and students. There is no staff senate.
- We rarely hear when the president signs a policy we voted on into place. It would be good to hear that feedback at subsequent meetings.
- I think the meeting of the Senate Chair with staff representatives was really helpful! But consistent staff input isn't always there.

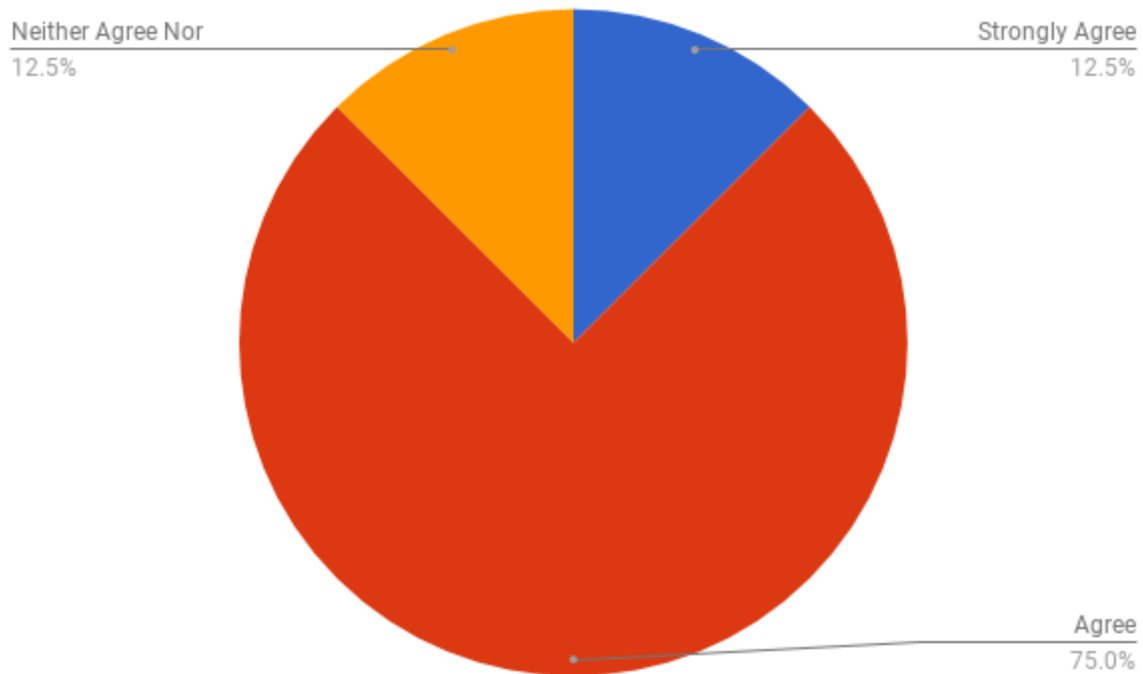
The Staff's Role

188. The administration is supportive of staff involvement in shared governance.

Overall USM data:

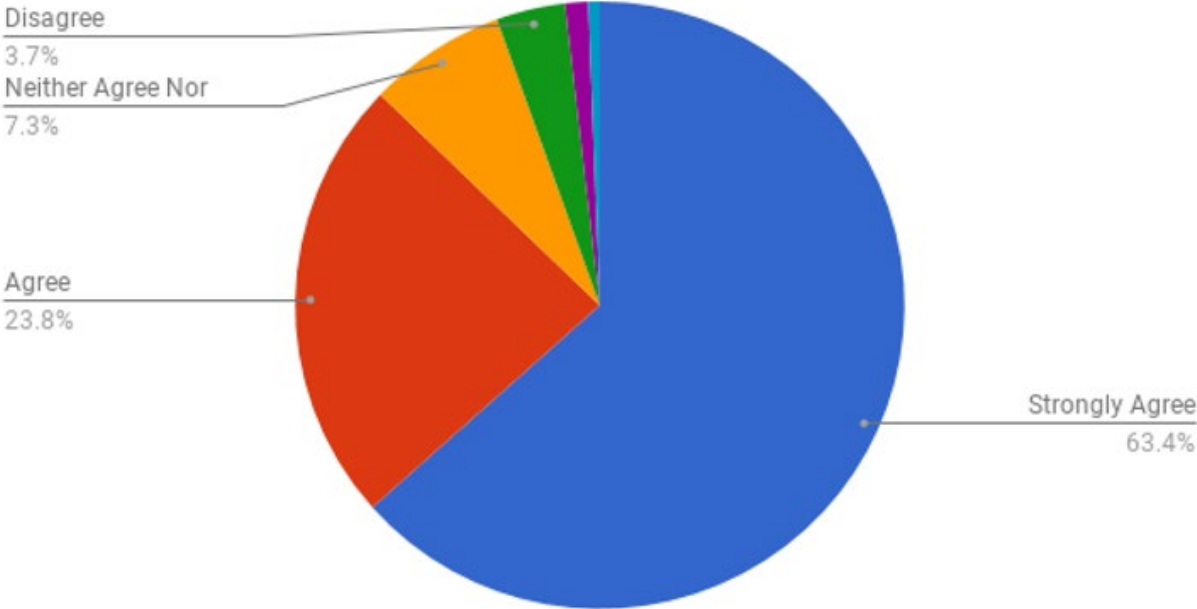


UMCP Institutional Data:

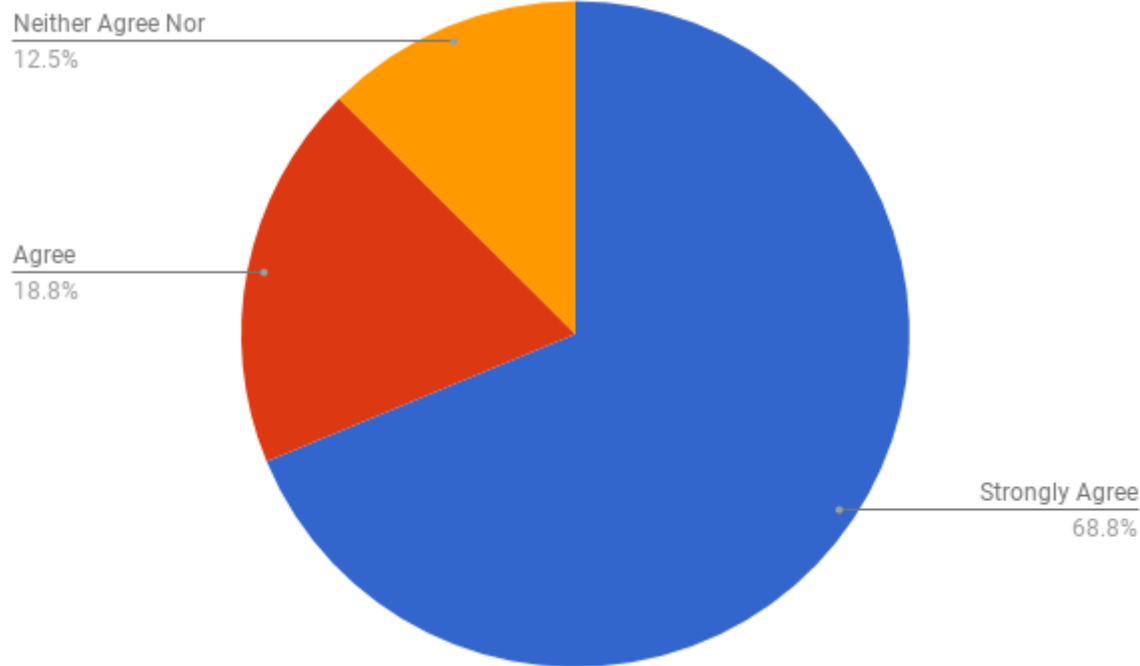


189. My immediate supervisor is supportive of my involvement in shared governance when I need to attend a related event or meeting during work hours.

Overall USM data:



UMCP Institutional Data:



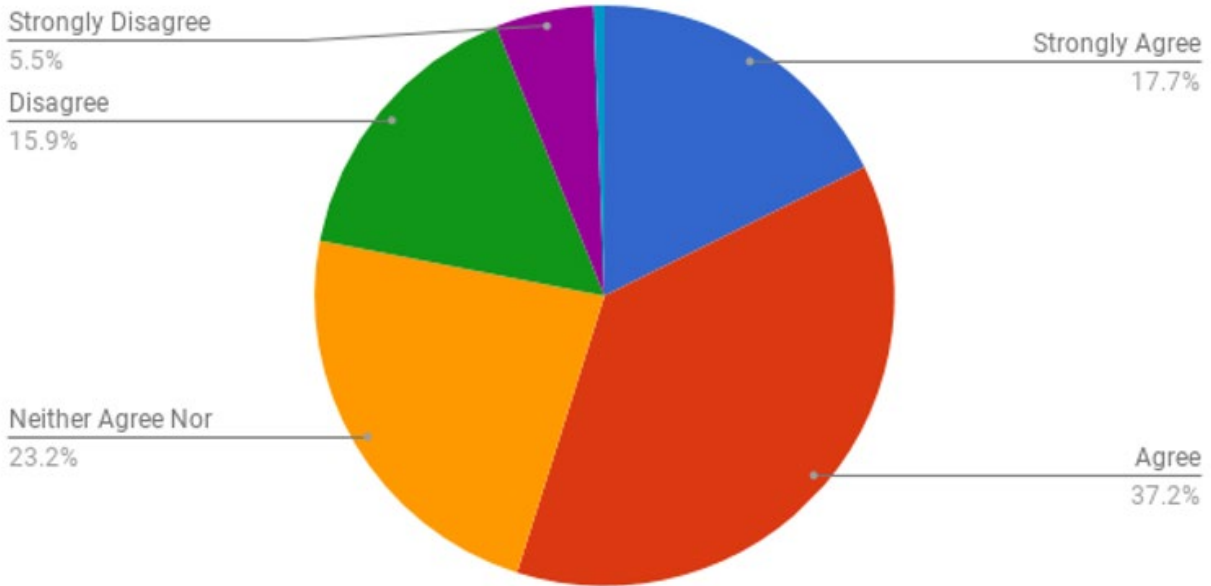
Survey comments on “The Staff’s Role”:

- My immediate supervisor is always concerned with balancing service to the campus with the work needed within the department. Overt support for shared governance is not communicated. Passive support for shared governance.
- This aspect is really good about the Senate! I appreciate that staff have a role on the Senate.

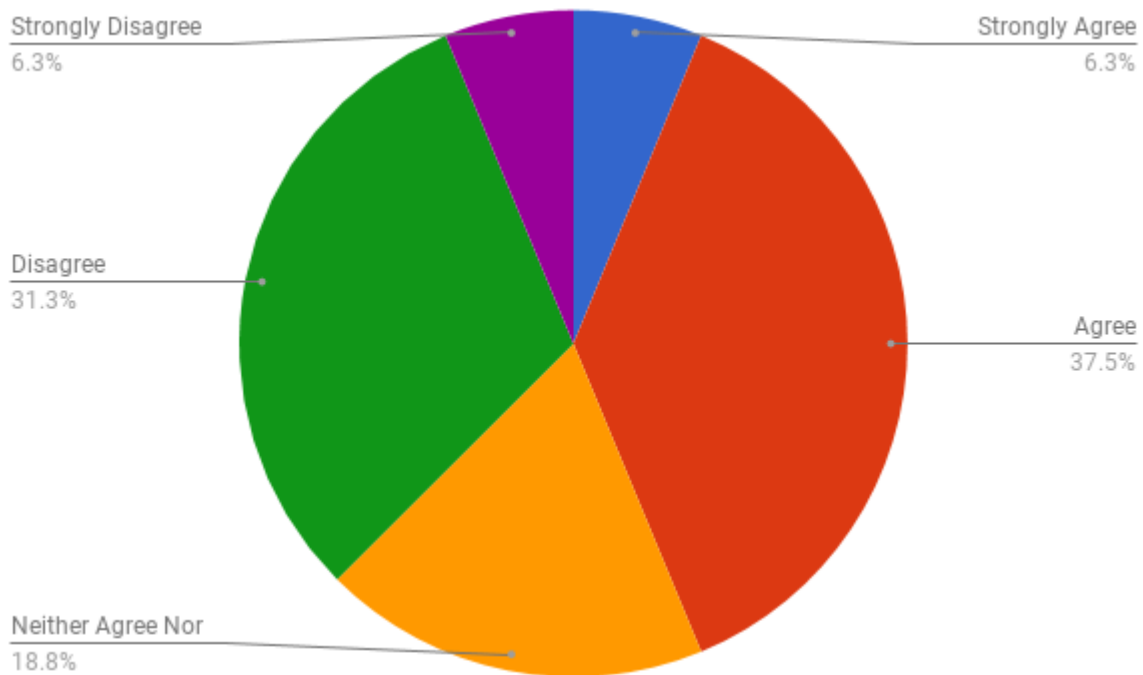
Joint Decision-Making

190. The administration utilizes staff involvement in the area of planning and strategic planning.

Overall USM data:

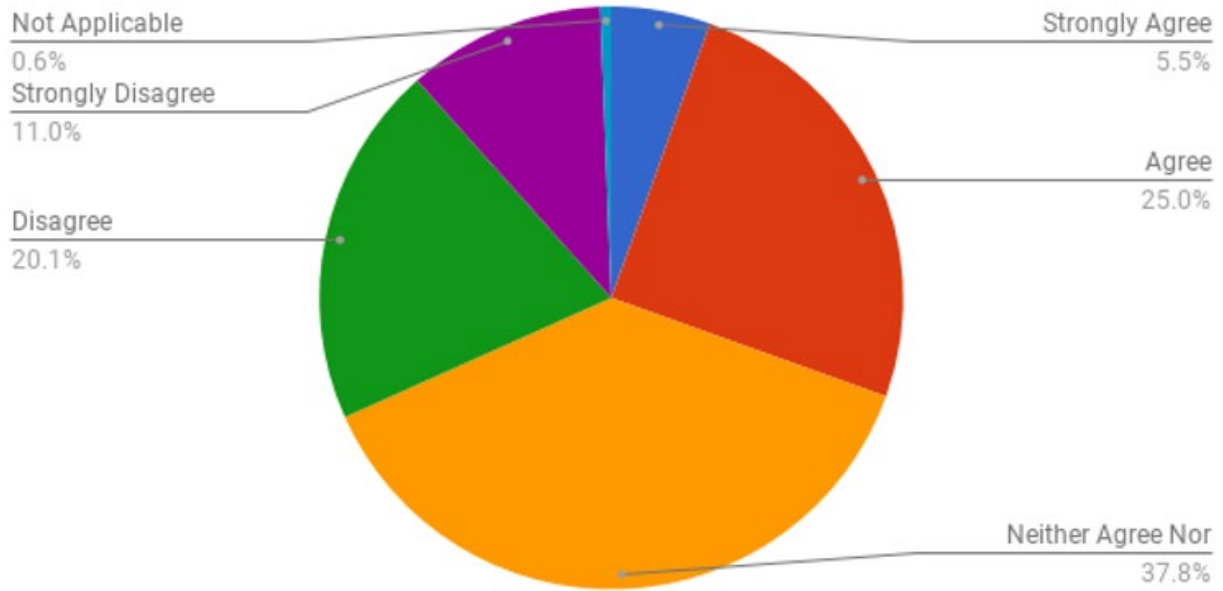


UMCP Institutional Data:

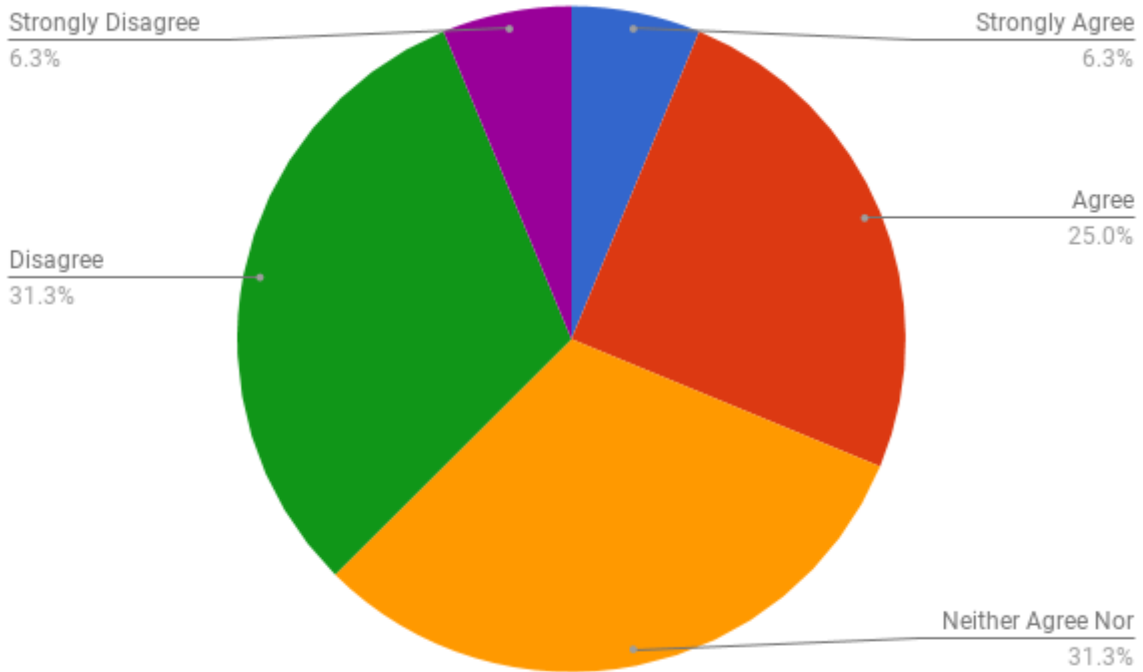


191. The administration recognizes staff involvement in budgeting and fiscal resource planning.

Overall USM data:

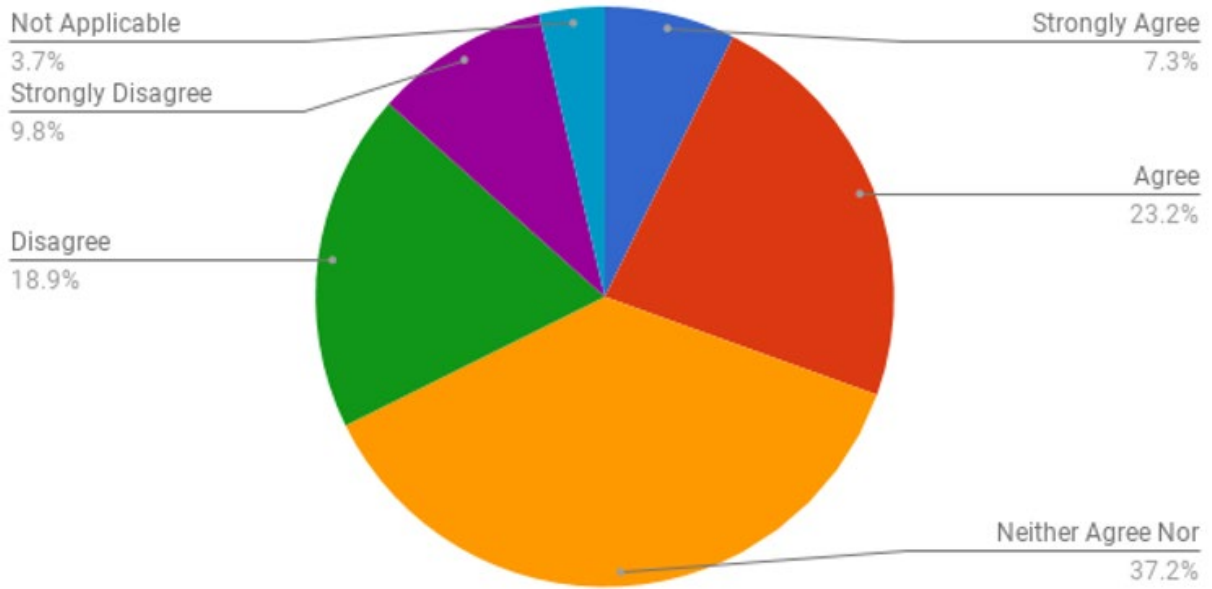


UMCP Institutional Data:

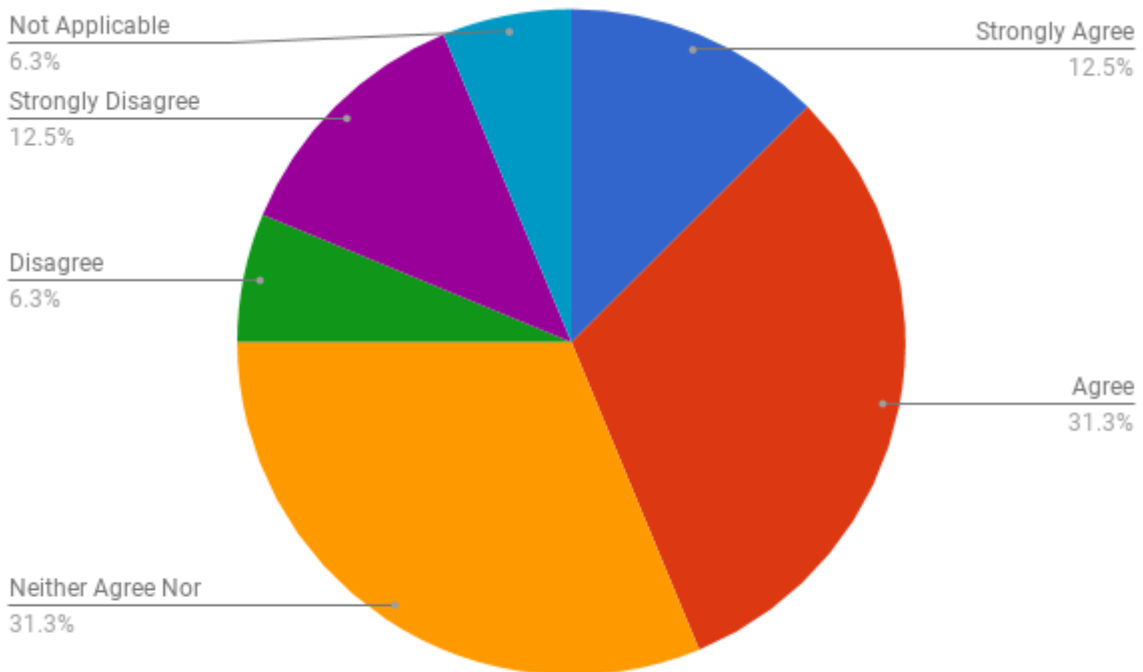


192. The administration recognizes staff involvement in academic affairs and program development.

Overall USM data:

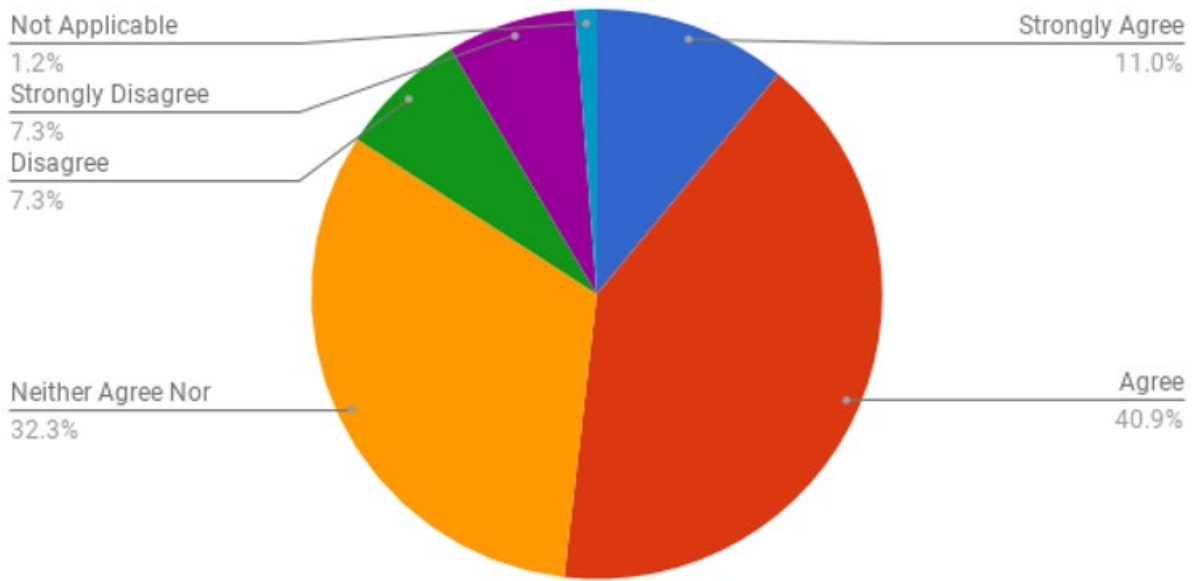


UMCP Institutional Data:

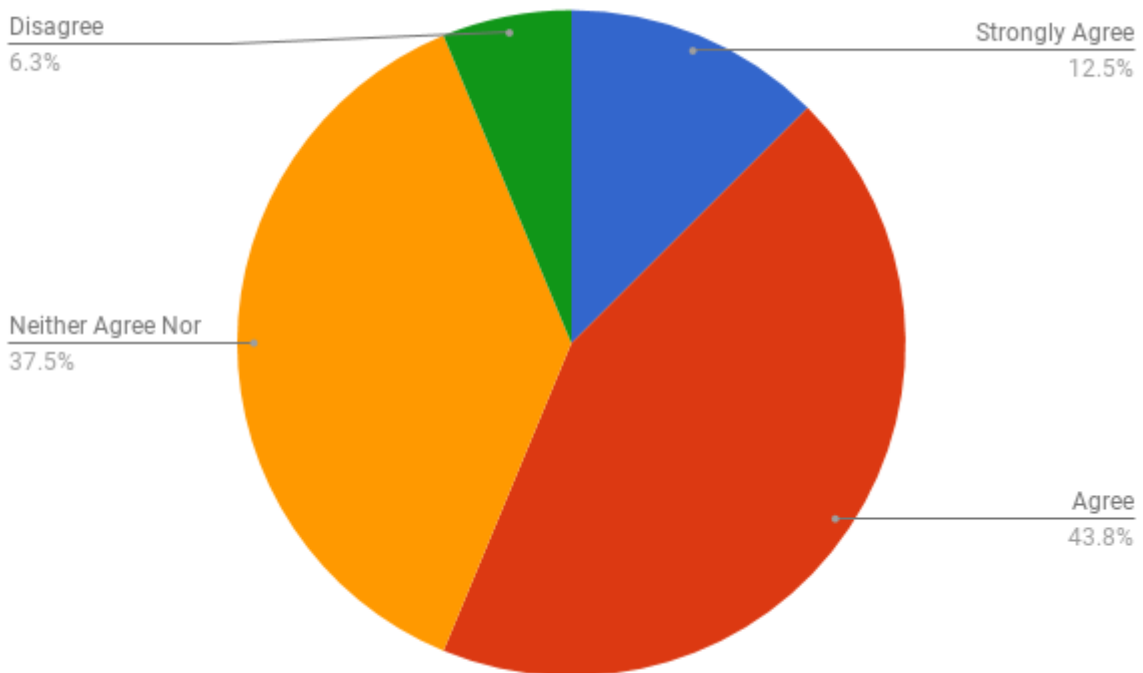


193. The administration supports staff involvement in staff selection and hiring.

Overall USM data:

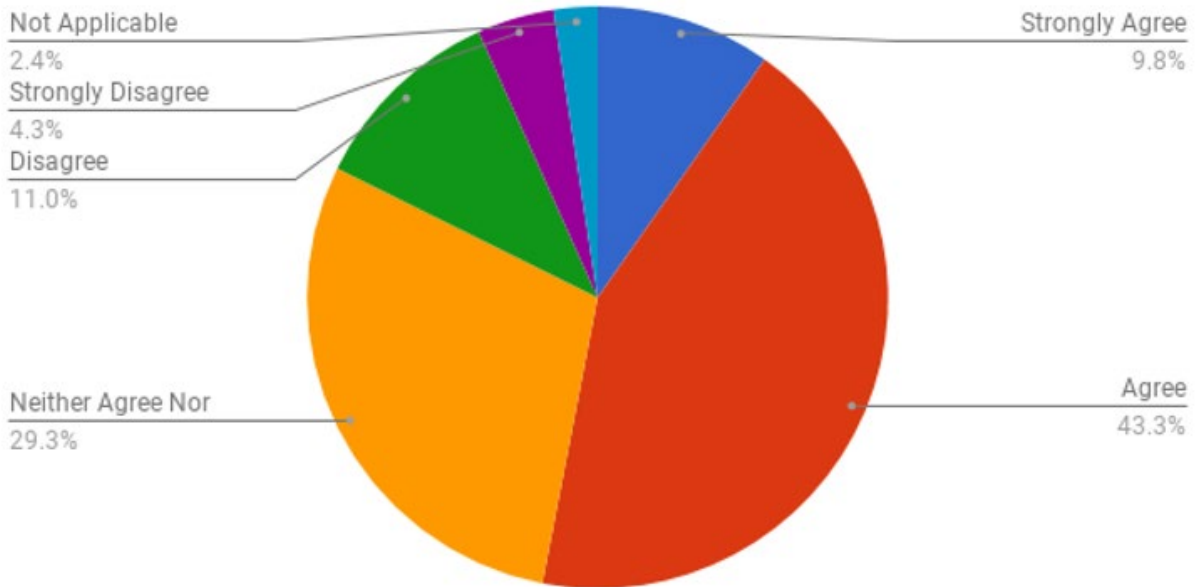


UMCP Institutional Data:

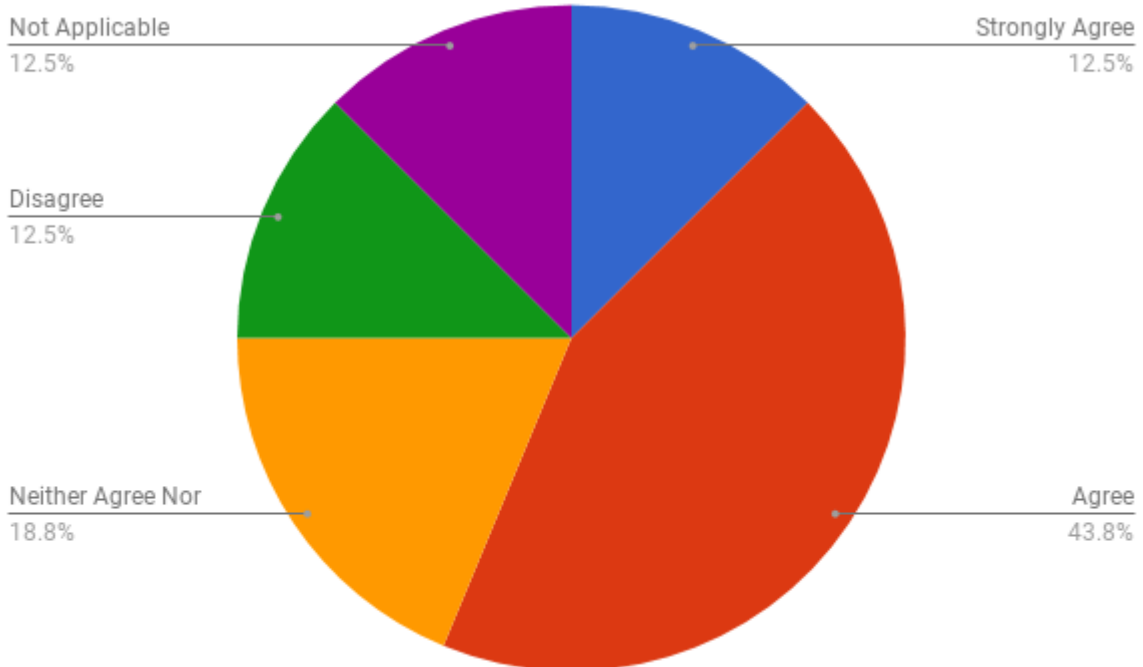


194. Structures and processes that allow for shared governance are clearly defined in the governance documents (e.g. staff handbook).

Overall USM data:



UMCP Institutional Data:



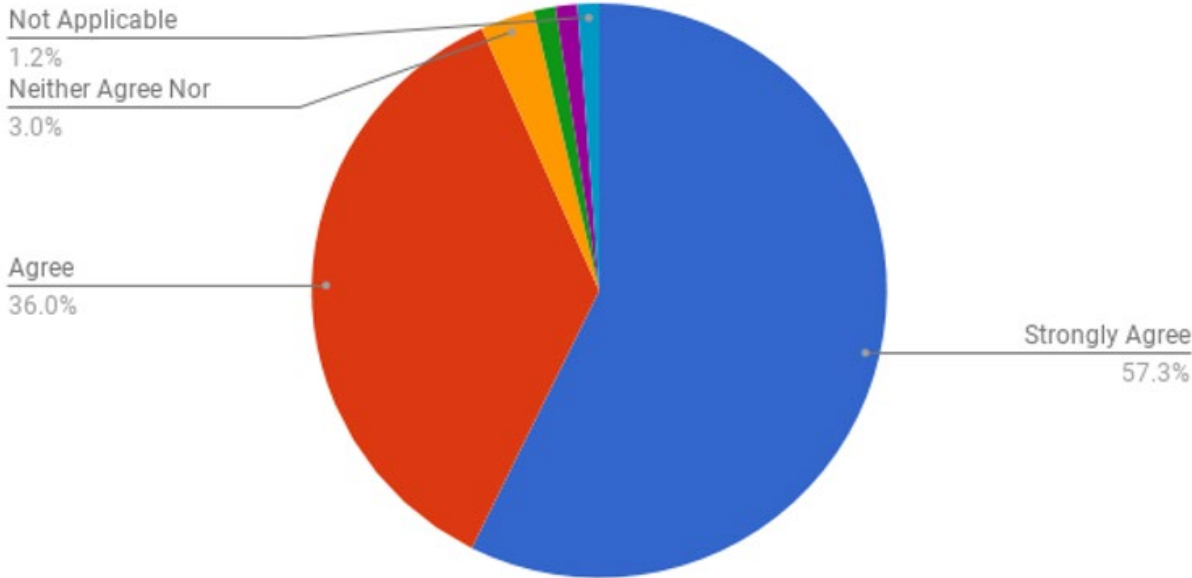
Survey comments on “Joint Decision Making”:

- The answers are in regard to staff working in the administration in general.
- I don't think our administration does any of these.
- I don't see these on a University-level, so I don't know

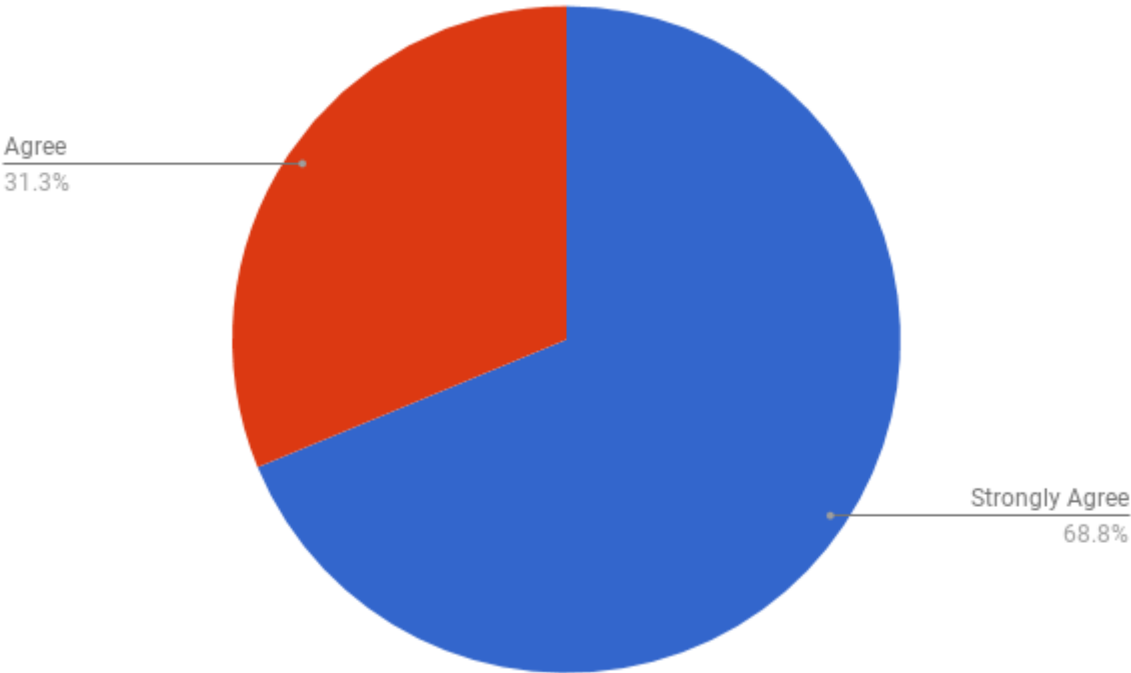
Structural Arrangements for Shared Governance

195. The staff senate and/or other institution-wide governance bodies meet on a regular basis.

Overall USM data:

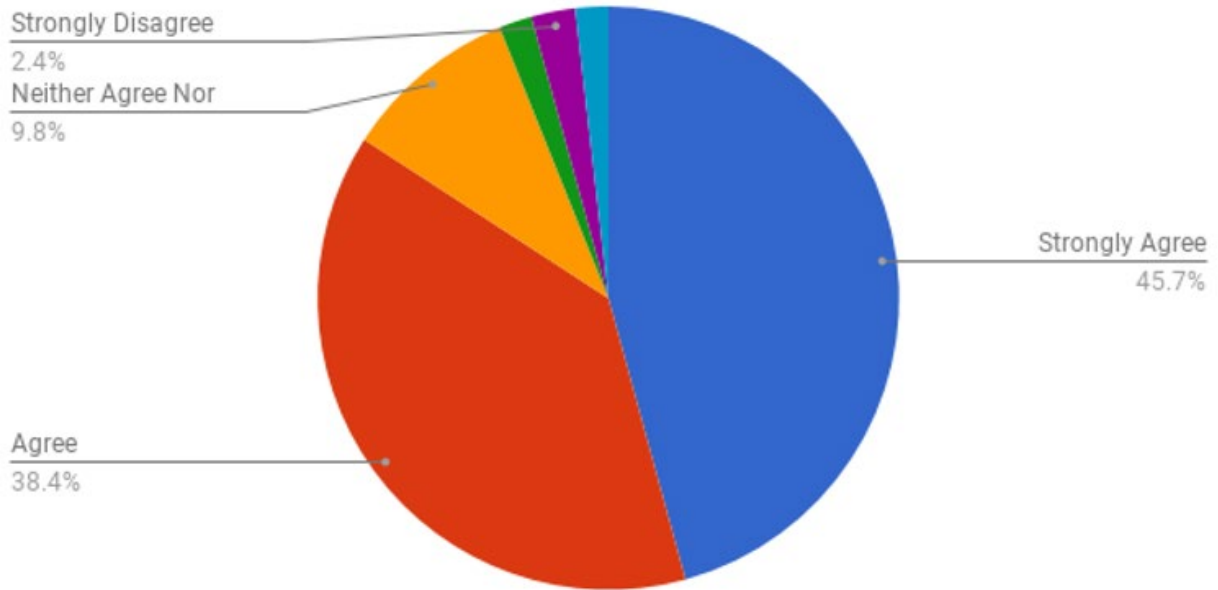


UMCP Institutional Data:

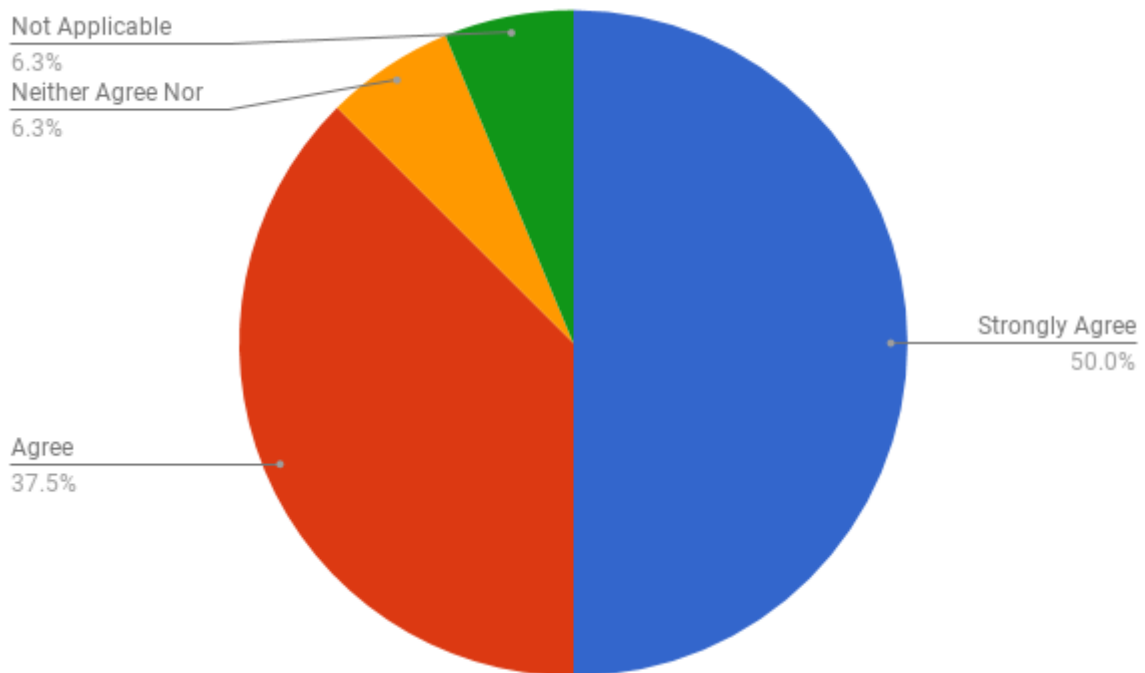


196. Staff determine how their own representatives are selected.

Overall USM data:

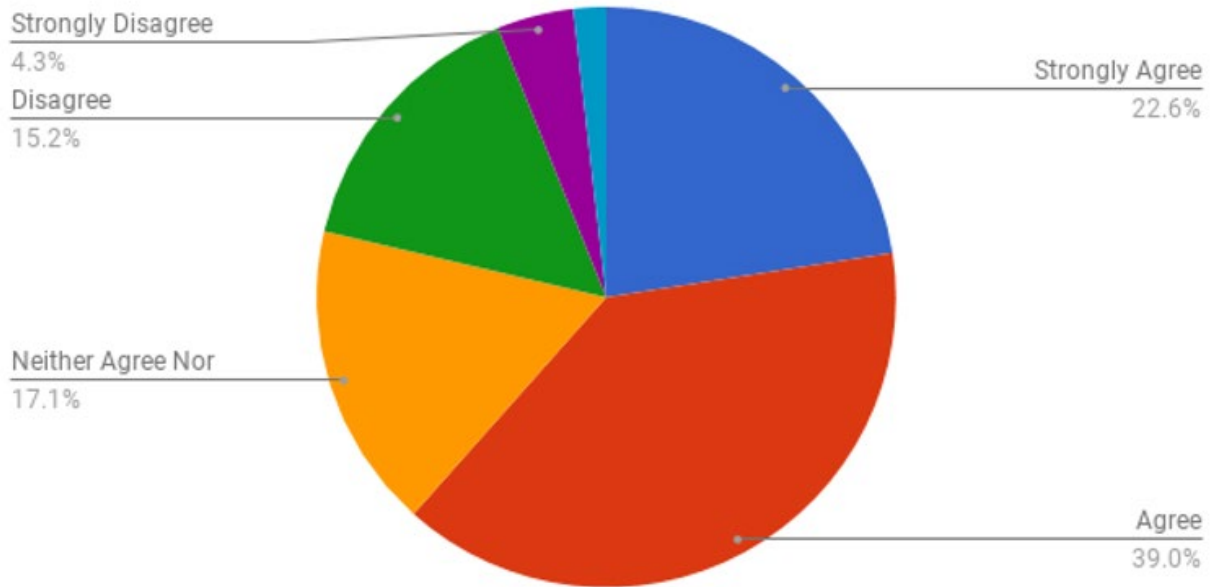


UMCP Institutional Data:

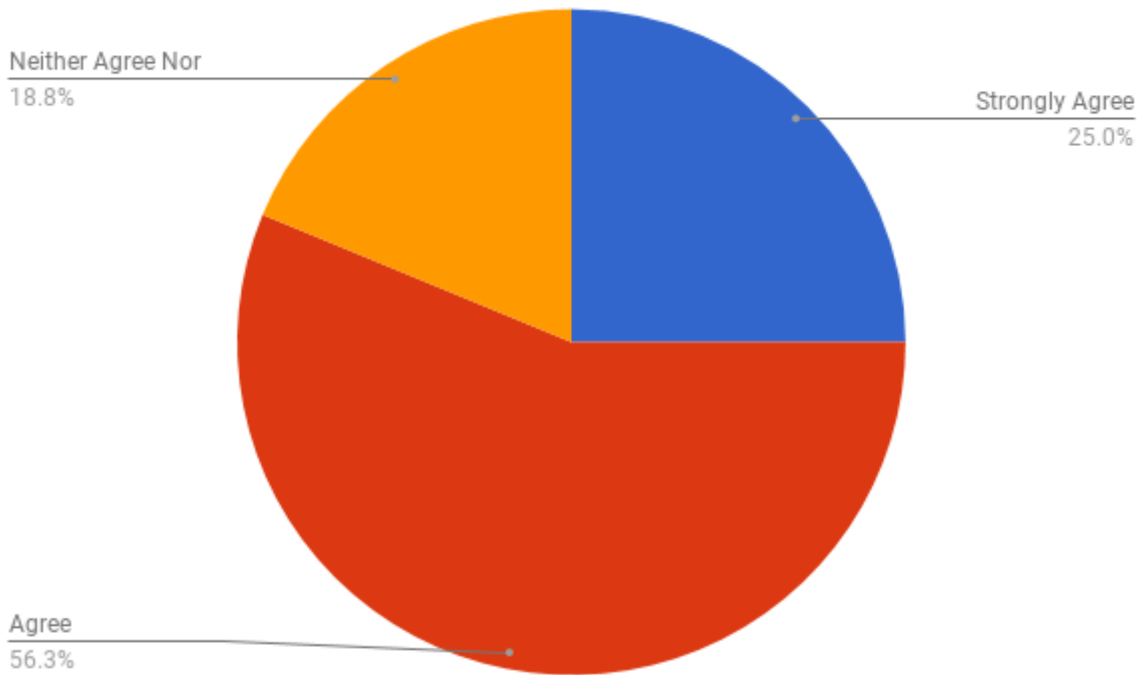


197. The administration provides adequate institutional support for shared governance to function (budget, liaison, etc.).

Overall USM data:



UMCP Institutional Data:



Survey comments on “Structural Arrangements for Shared Governance”:

- UMD does an excellent job supporting shared governance through the campus senate.
- It feels like Senate Staff is worked to capacity. They do an amazing job but it feels like they could use more support.

Other

198. Is there anything else you wish to communicate regarding shared governance on your campus? (Open-ended question)

- We have an inclusive senate vs just a faulty senate, which works very well to bring our university together.
- Regarding the current diversity climate here on campus, punctuated by the death of Lt. Richard Collins III last spring, there are still plenty of work to do regarding communication, safety, and staff development initiatives especially with staff that work with students (Student Affairs, Auxiliary Services). Can shared governance be used to address this on a policy level and NOT wait for the committees to develop proposed policies?
- No. UMD will suffer long-term because of Wallace Loh's leadership and his unwillingness to be a true partner in the shared governance process.

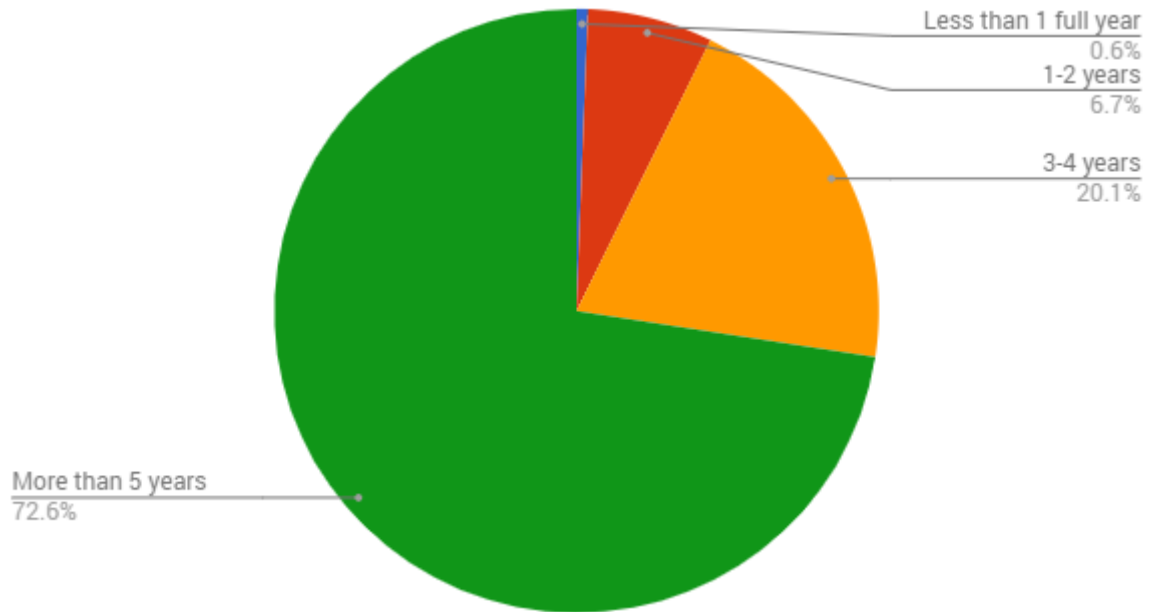
CUSS Shared Governance Survey 2017-2018

University of Maryland Center for Environmental Science (UMCES) Report

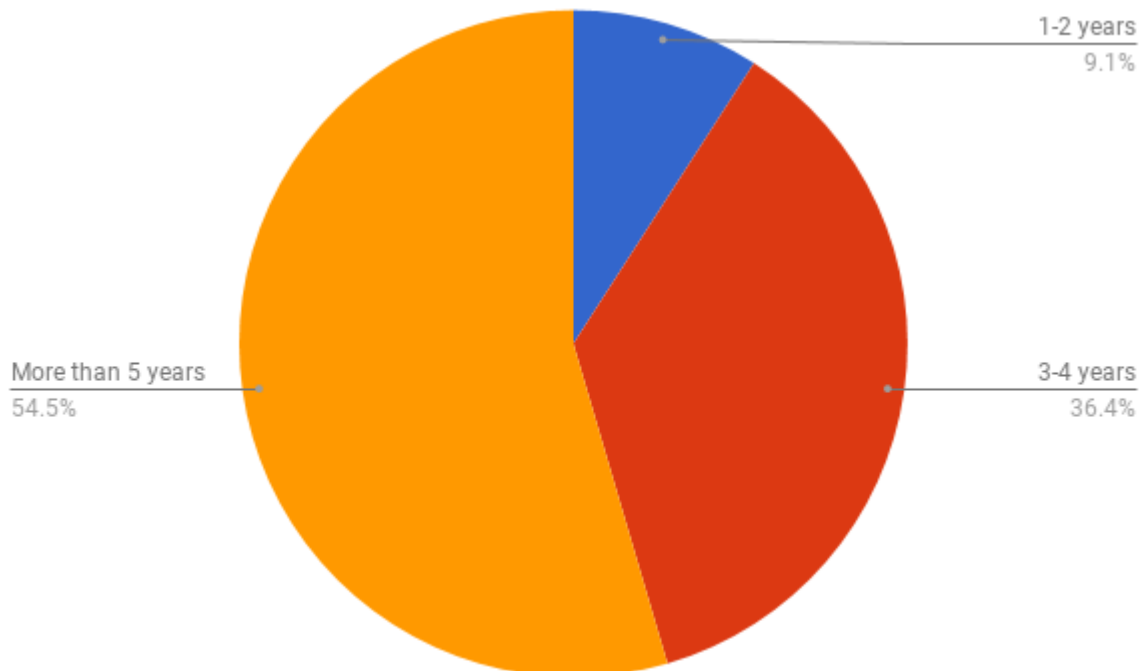
Total Participants: 11

Length of service at institution

Overall USM data:

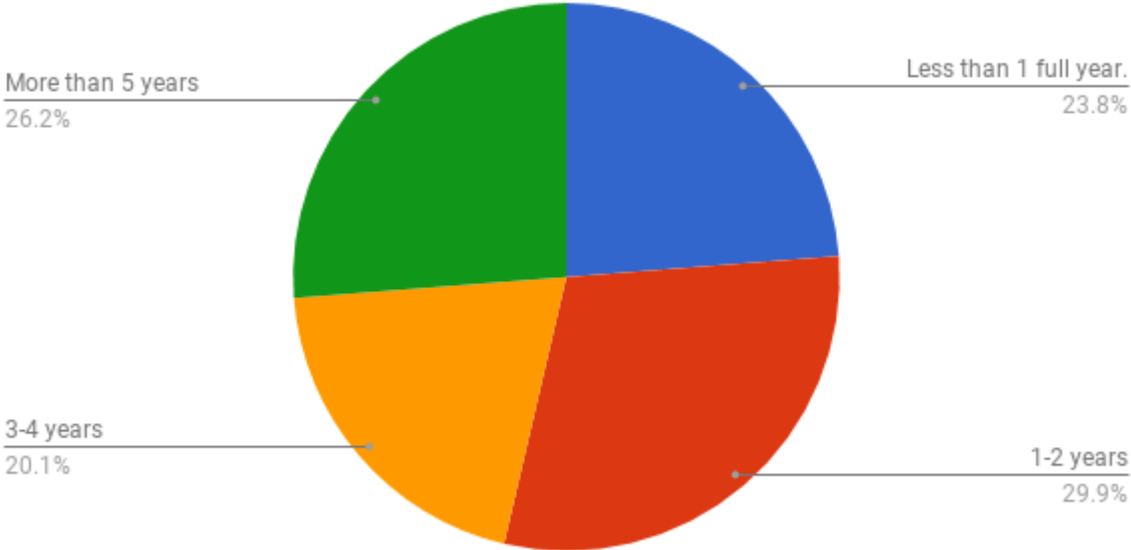


UMCES Institutional Data:

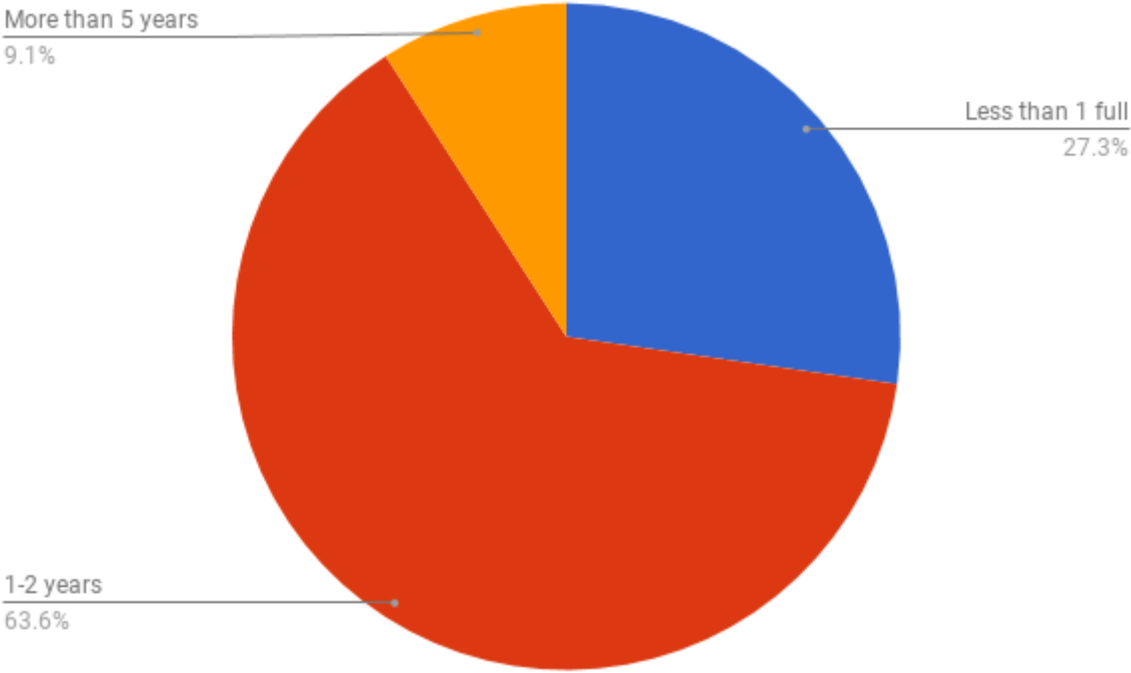


Length of involvement in staff Shared Governance

Overall USM data:



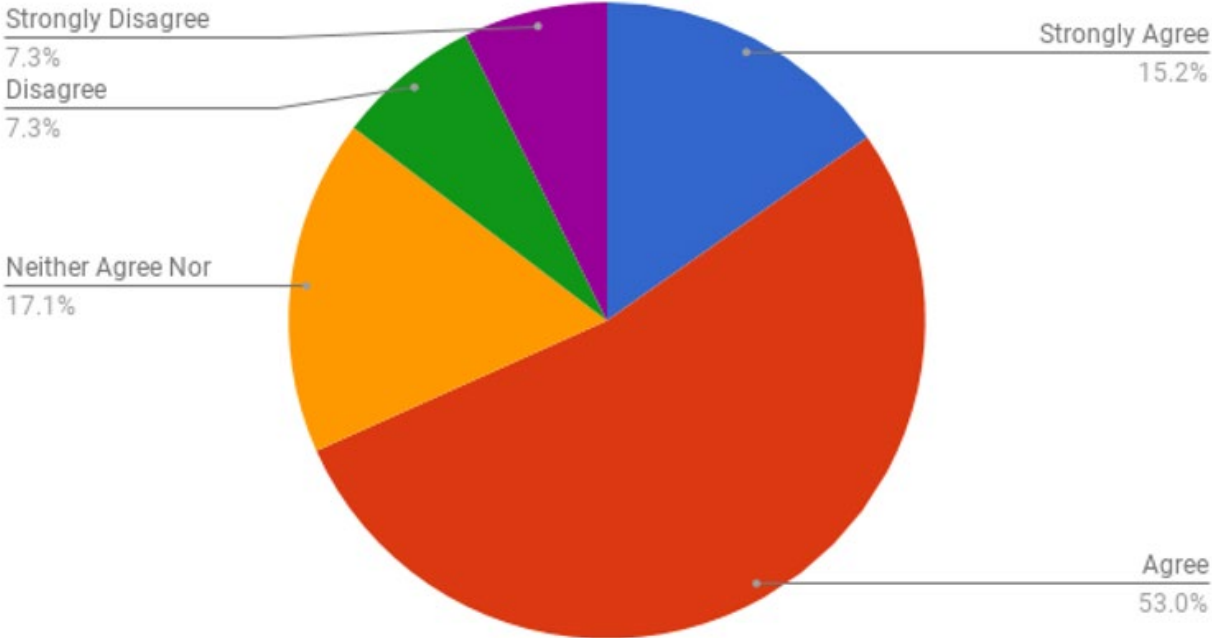
UMCES Institutional Data:



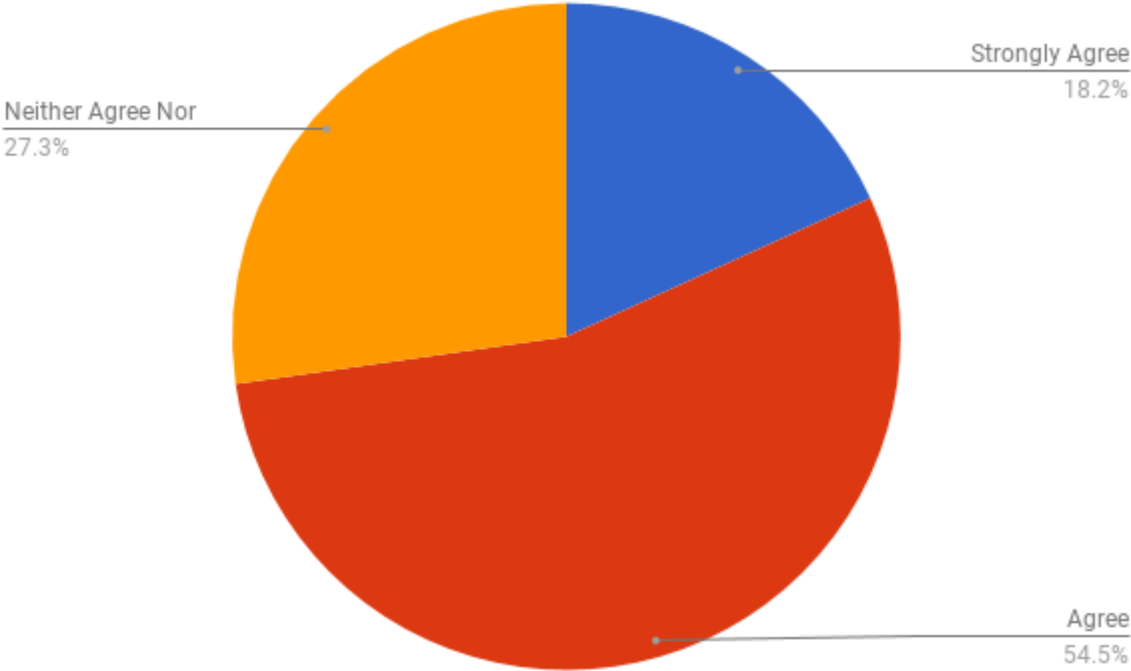
Climate for Governance

199. Shared governance on our campus is alive and healthy.

Overall USM data:



UMCES Institutional Data:



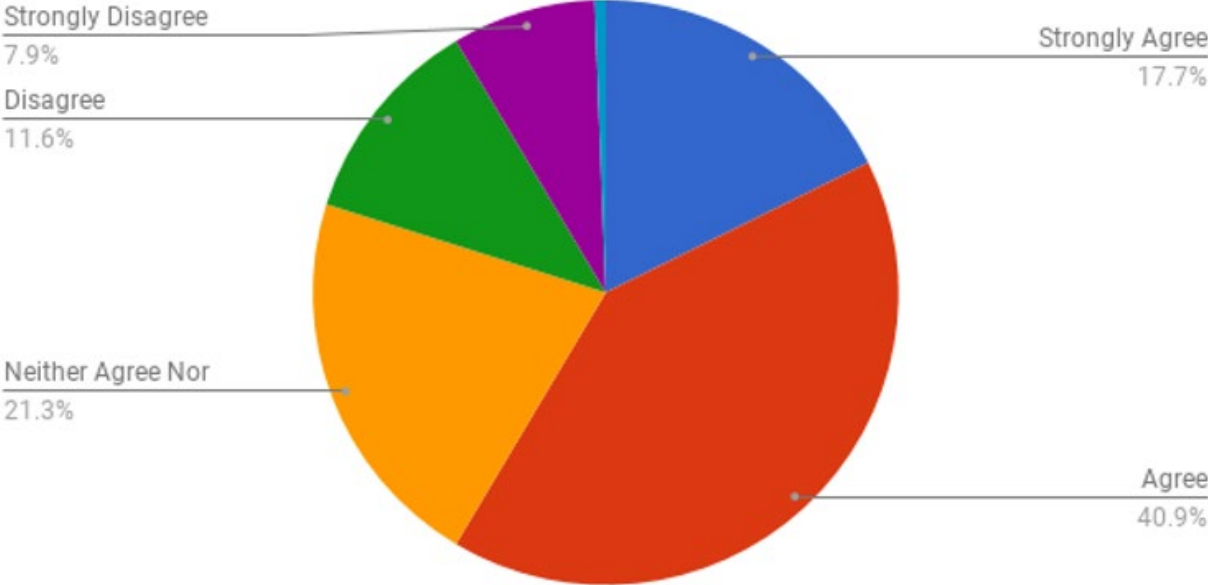
Survey comments on “Climate for Governance”:

- We have a very young Staff Council at UMCES (< 2 yrs), so the fact that we have one is huge. However, we, as an institution, are still going through some "growing pains" with regards to shared governance; we need time to build trust and establish a dialogue with administration. I think the foundation of the relationship is there; it will just take time to build that relationship.
- I am not sure either way. I am not familiar enough with the system.
- We just established a staff council and are looking to improve shared governance.

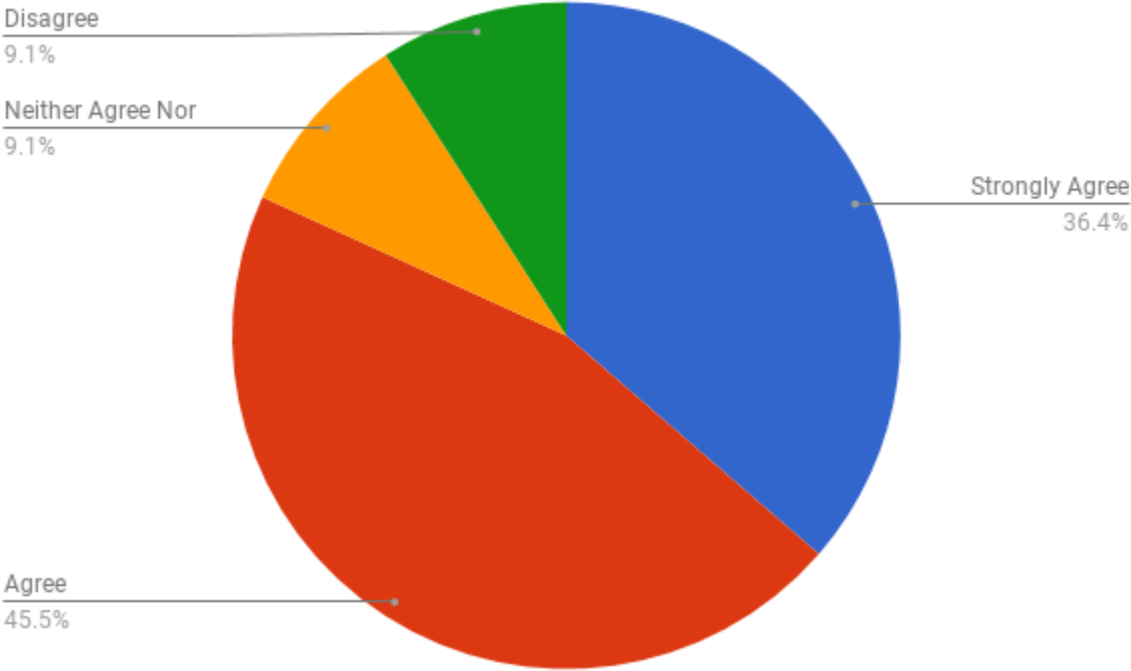
Institutional Communications

200. There is excellent communication and consultation between the administration and the staff and senate leaderships.

Overall USM data:

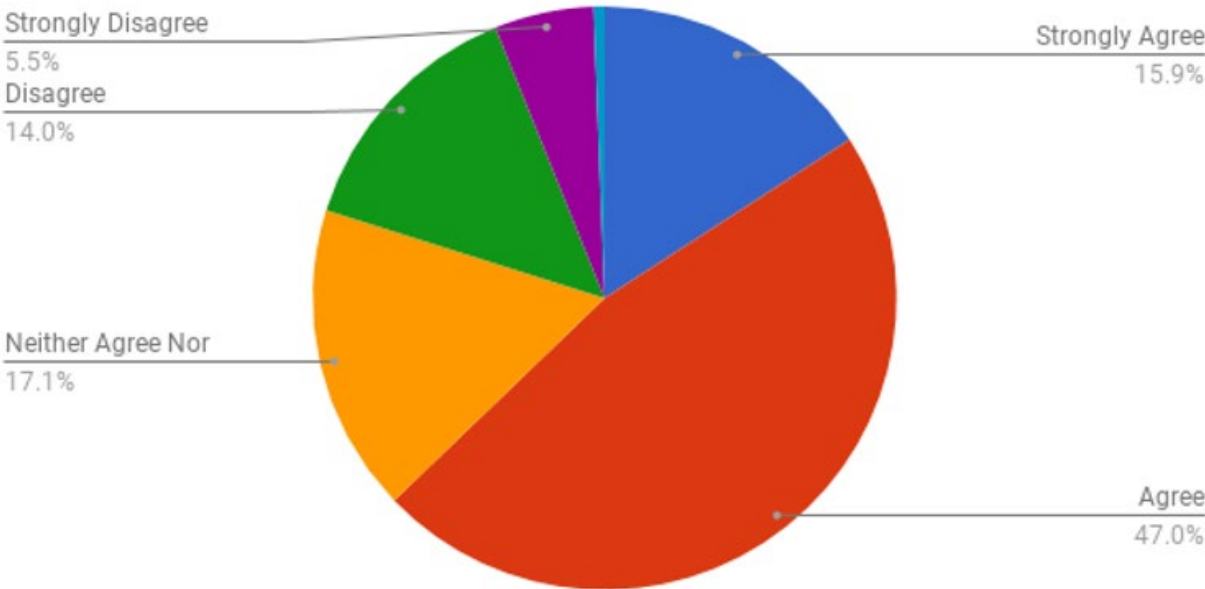


UMCES Institutional Data:

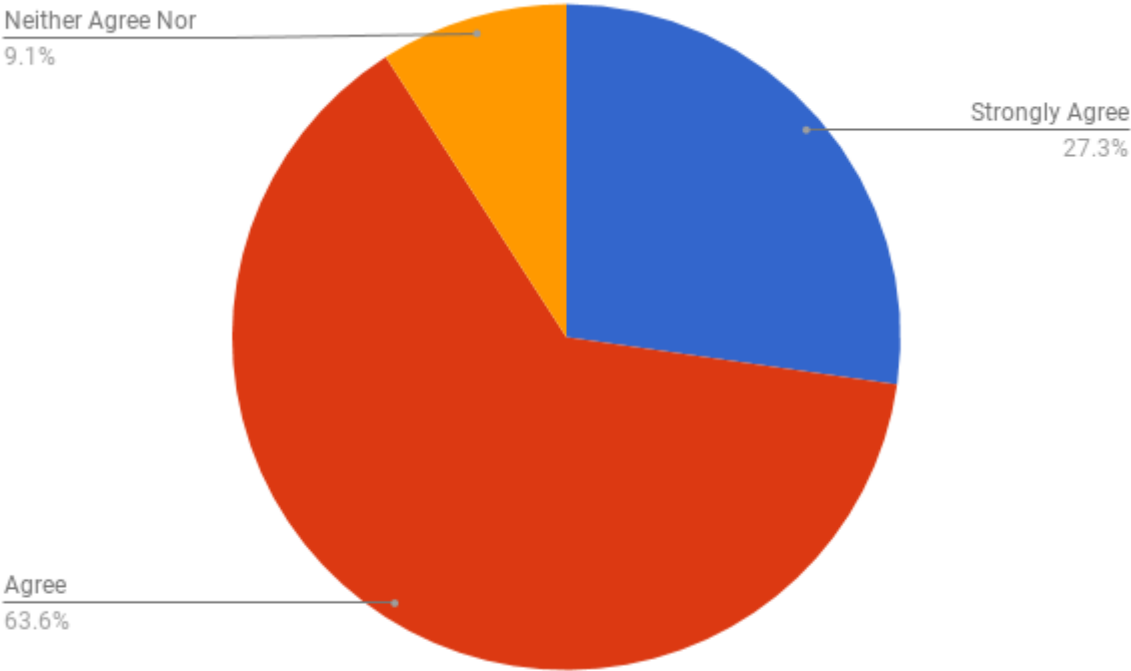


201. Staff can openly communicate governance issues with cabinet/upper management.

Overall USM data:

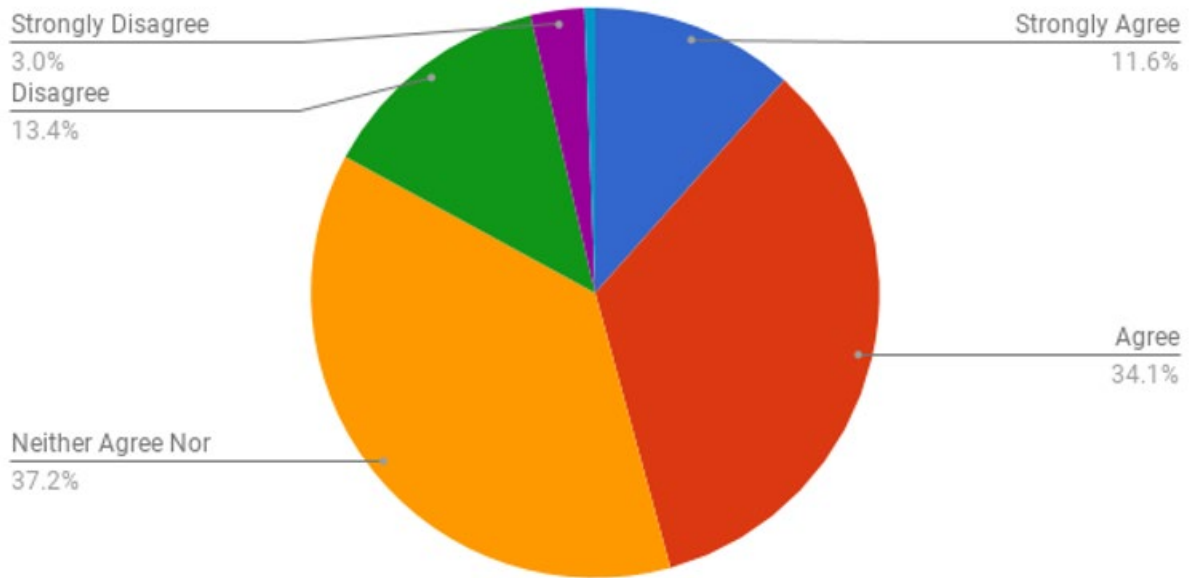


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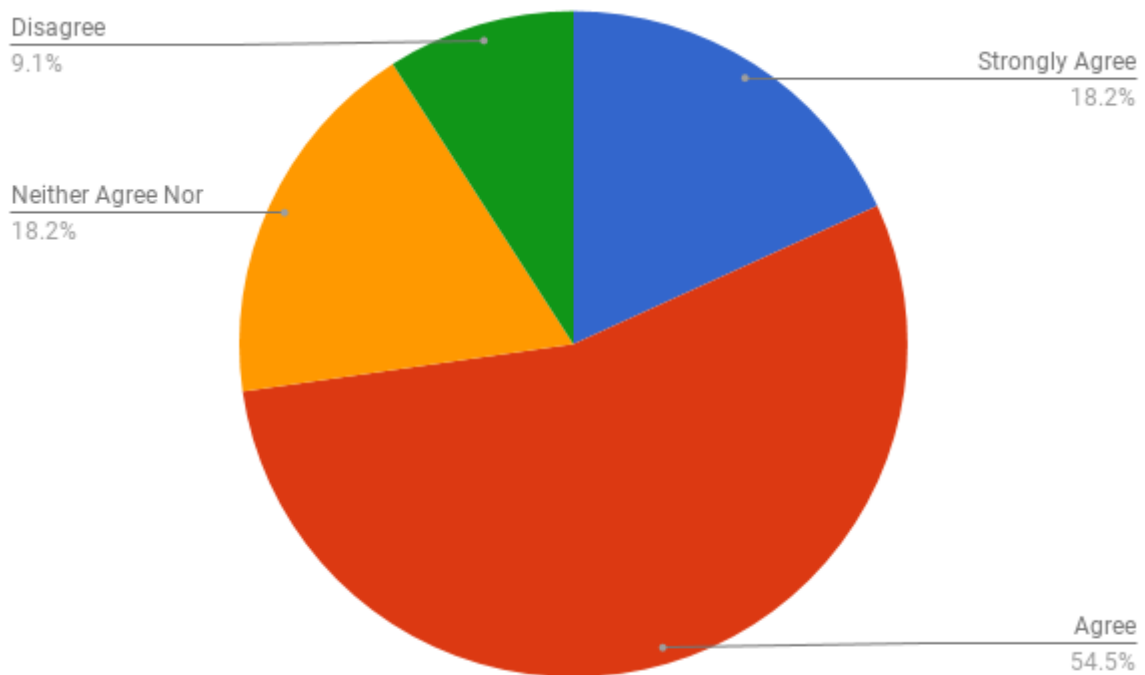


202. Feedback is presented in a timely manner, be it positive or negative.

Overall USM data:



UMCES Institutional Data:



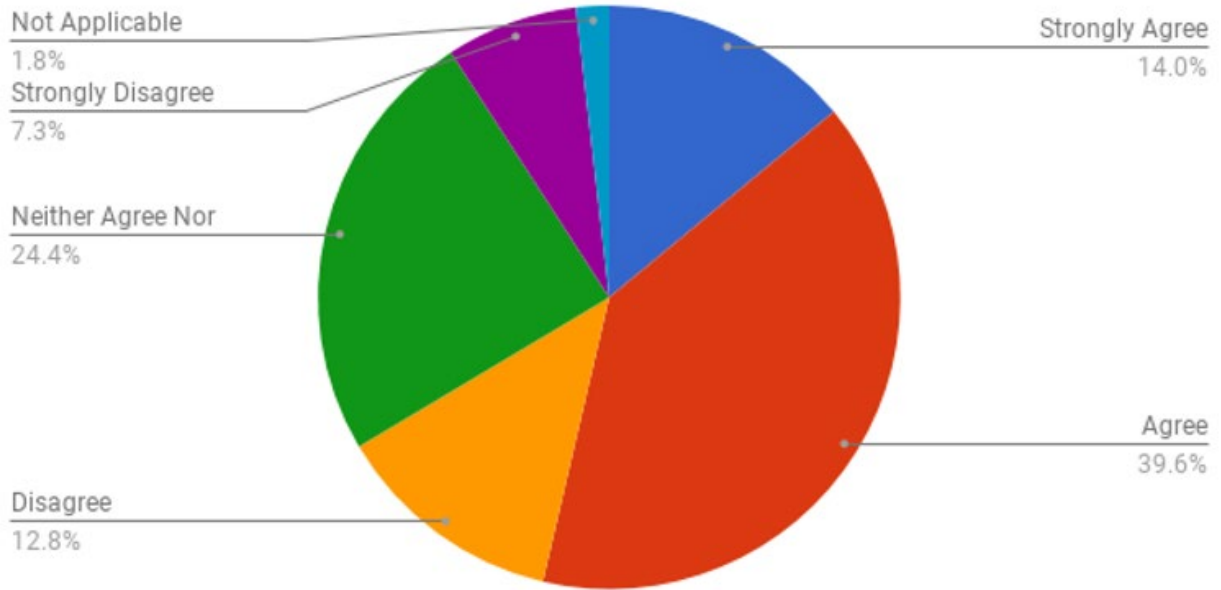
Survey comments on “Institutional Communication”:

- I think we're getting there and communication will improve as Staff Council continues to grow and have a positive presence within the institution.
- We are striving to improve communication and awareness thru our new staff council. There is always room for improvement and we are excited to be part of it.

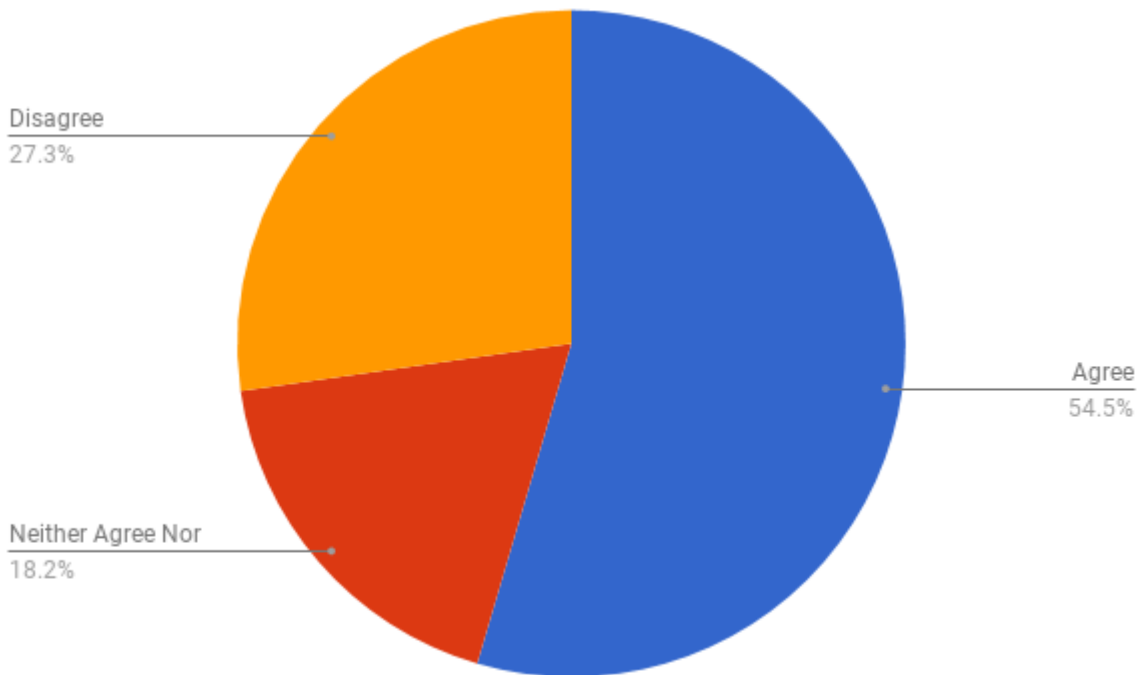
Senate's Role

203. The staff senate plays an important role in providing academic and administrative functions at the university.

Overall USM data:

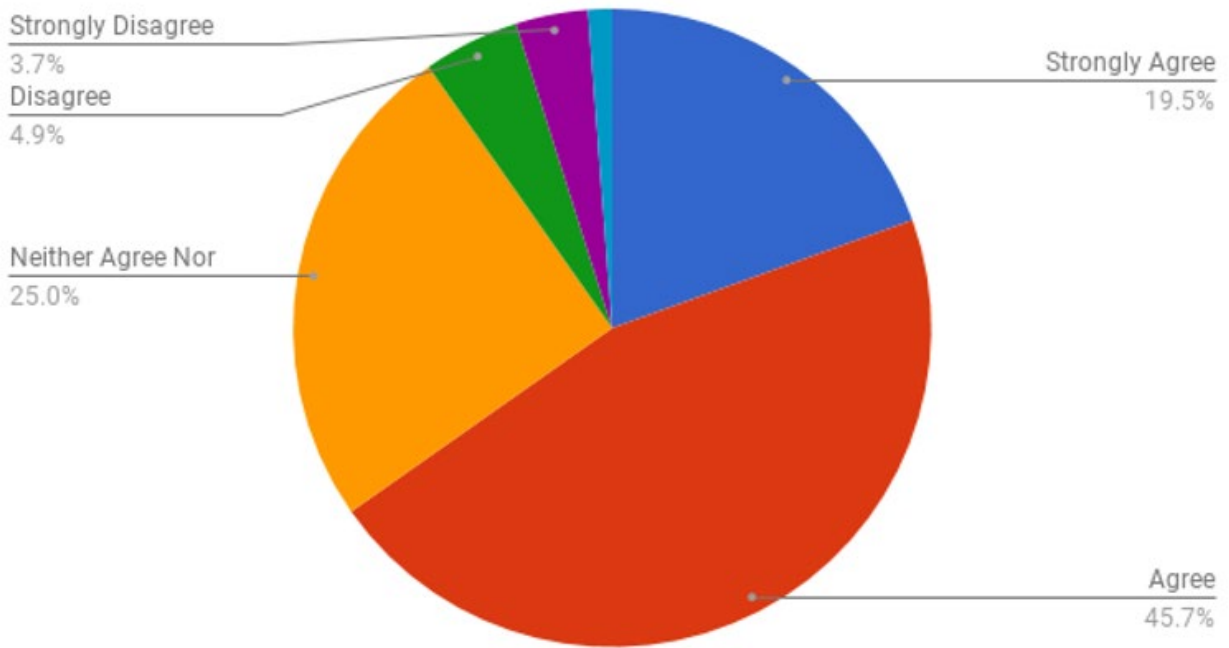


UMCES Institutional Data:

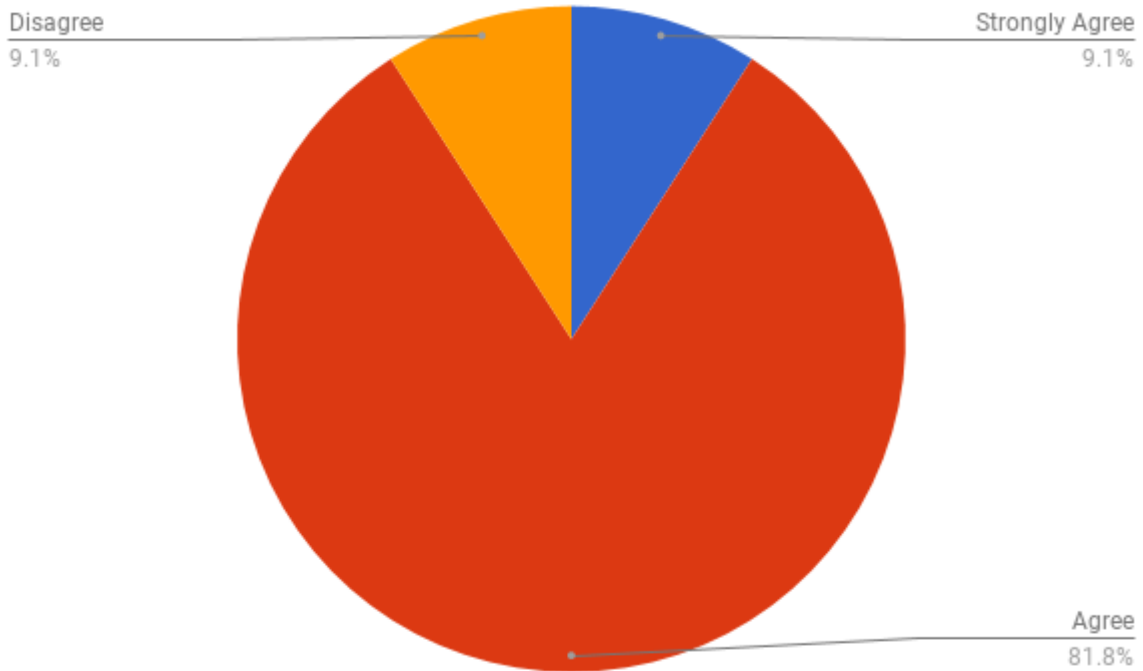


204. Your role with staff senate is valued.

Overall USM data:



UMCES Institutional Data:



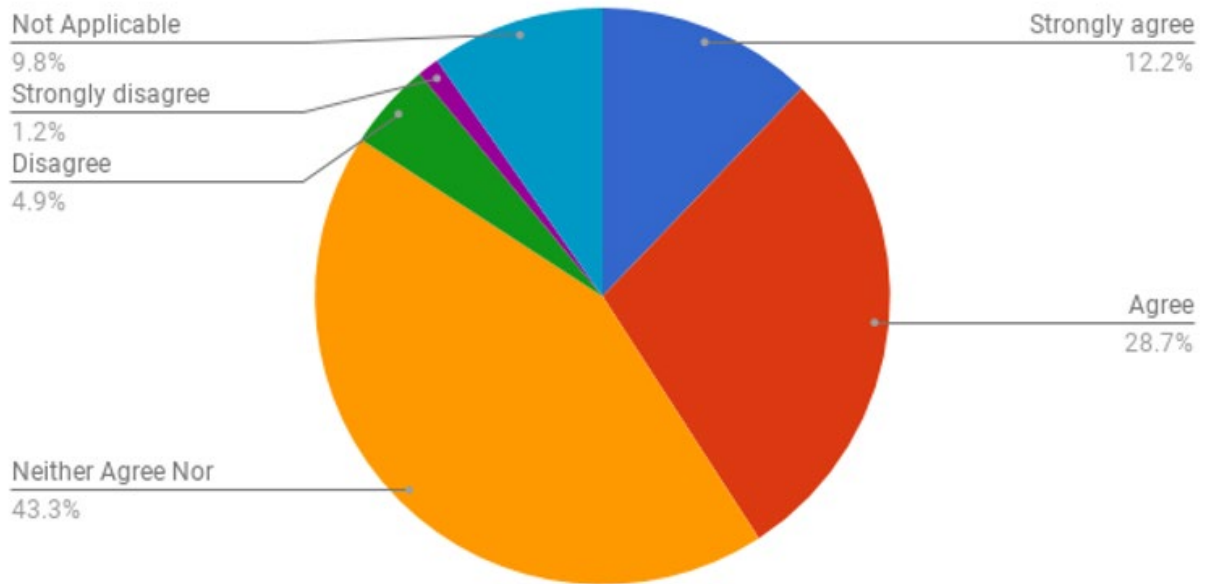
Survey comments on “Senates Role”:

- I am unclear what you mean by Question #5. As for #6, I feel valued, but as I said before, we're still establishing a relationship with administration, so I'm not sure how much they (the administration) value my role yet.

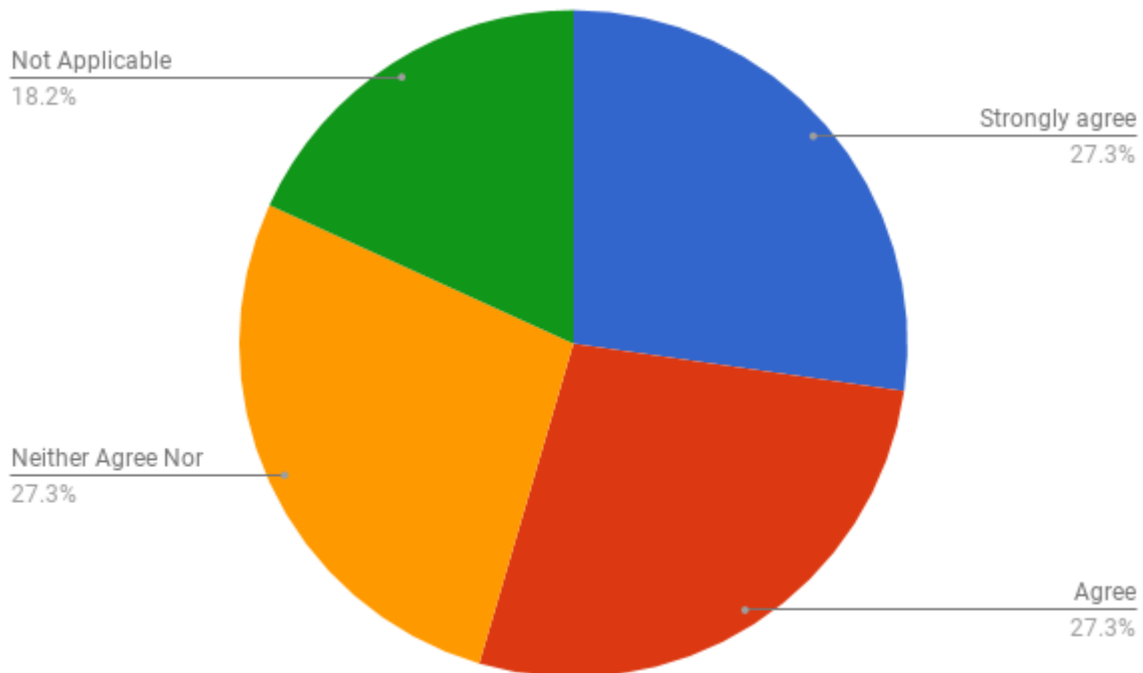
The President's Role

205. Other than on rare occasions, the president seldom overturns staff decisions and recommendations.

Overall USM data:

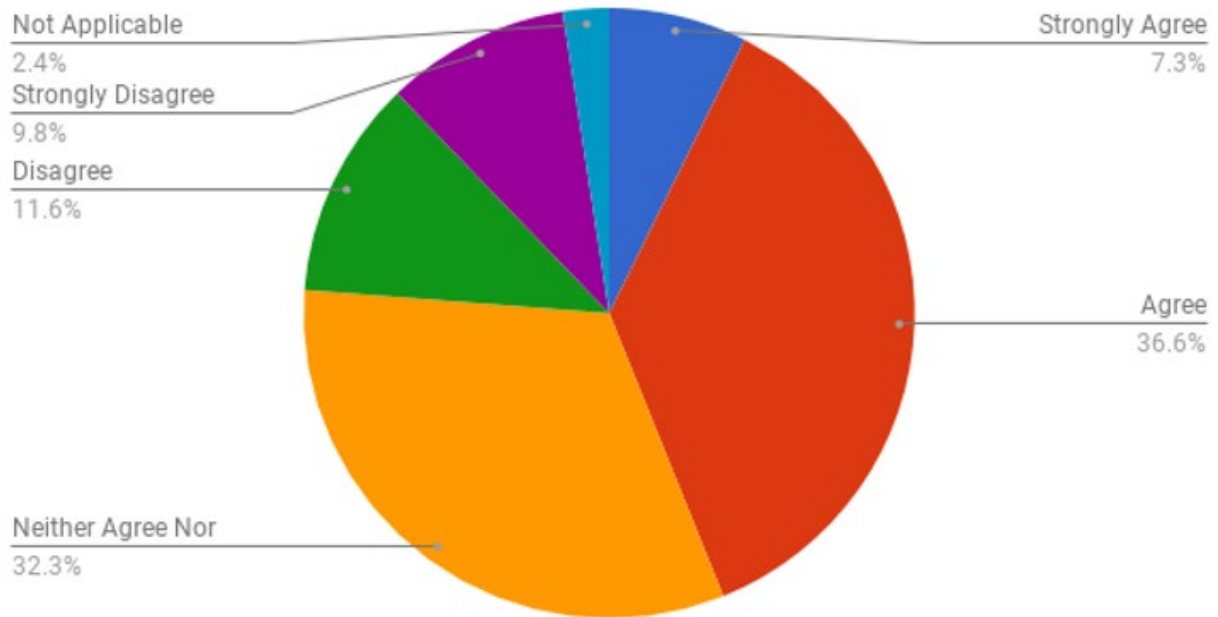


UMCES Institutional Data:

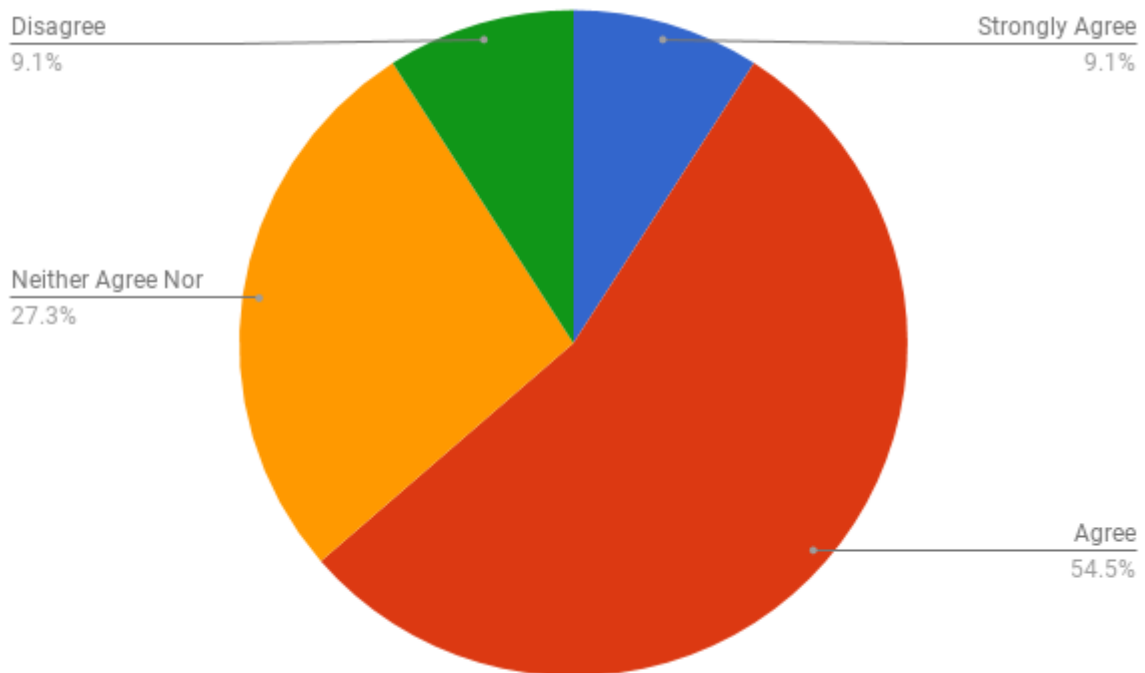


206. The president seeks meaningful staff input on those issues (such as budgeting) in which the staff has an appropriate interest but not primary responsibility.

Overall USM data:

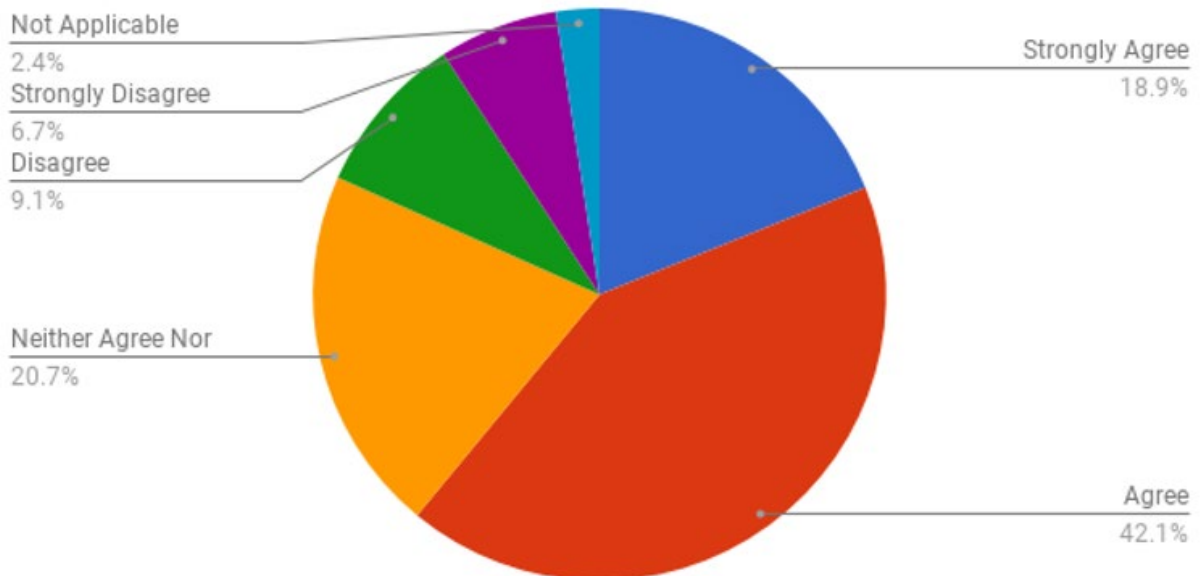


UMCES Institutional Data:

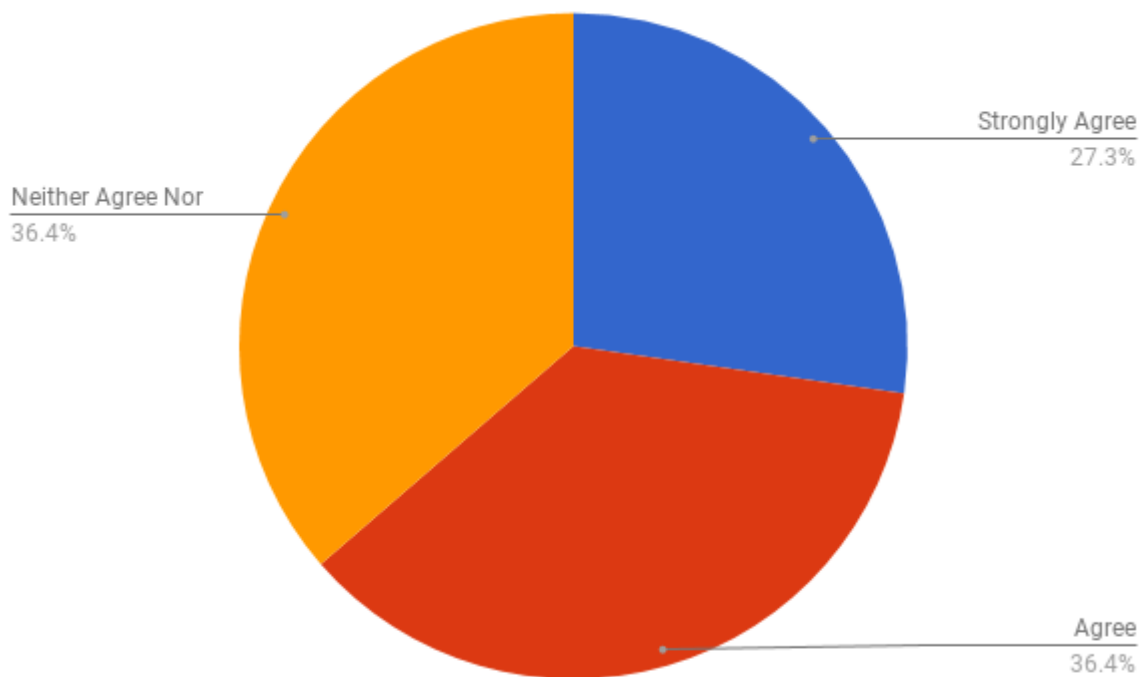


207. The president is transparent in communicating decisions, changes and recommendations.

Overall USM data:

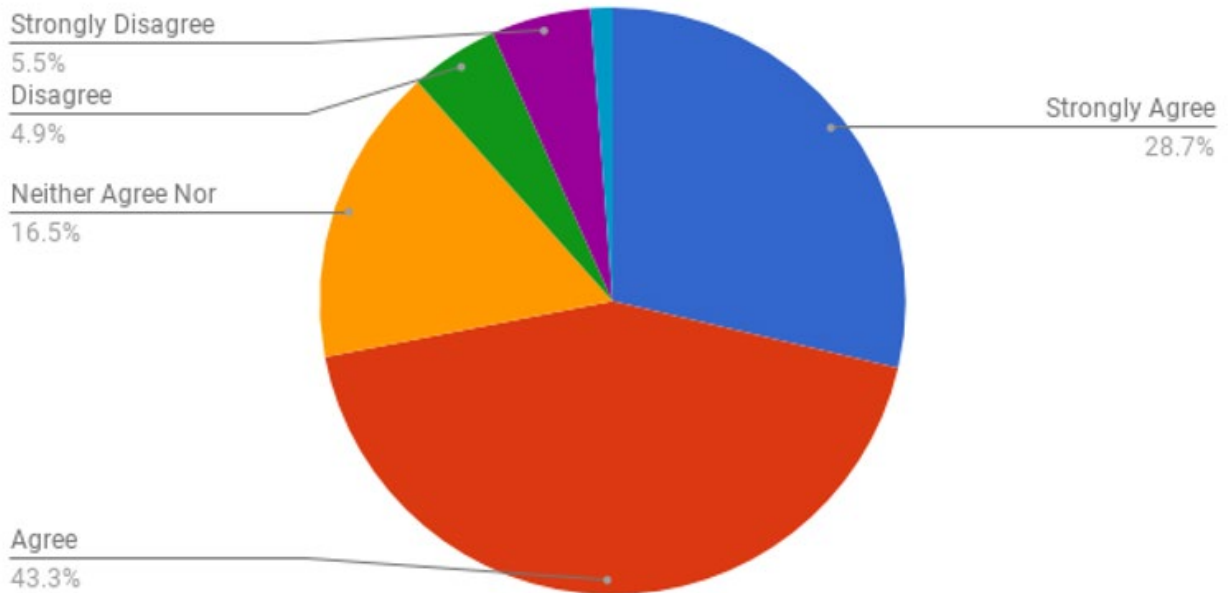


UMCES Institutional Data:

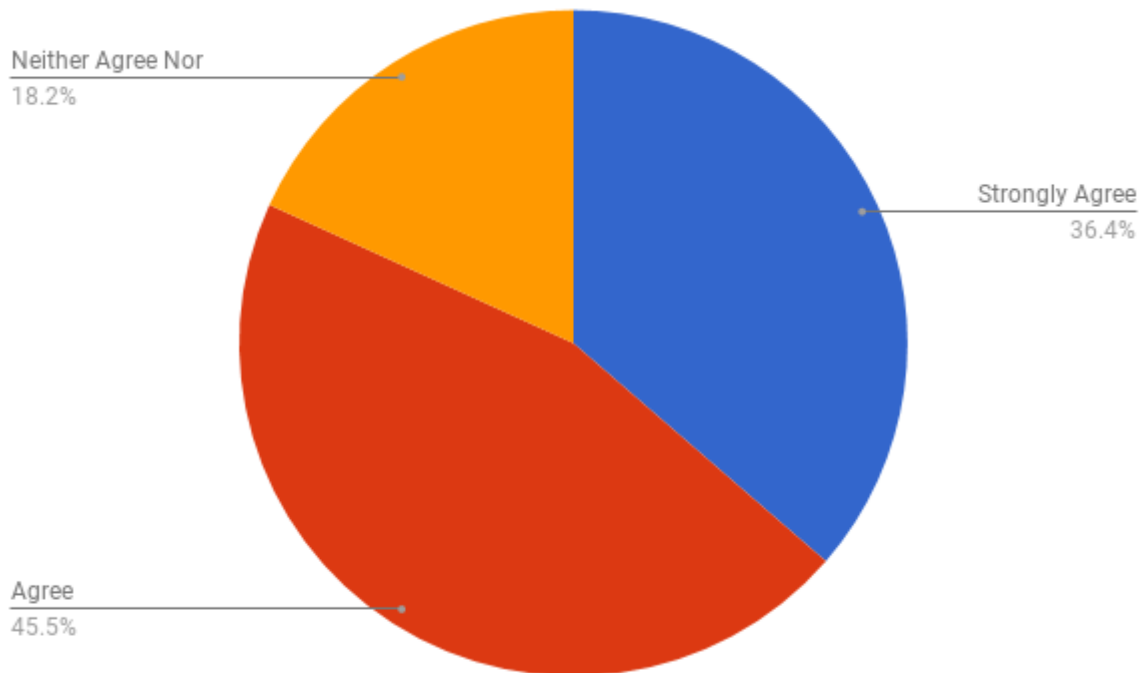


208. The president supports and advocates the principles of shared governance within colleges, divisions, and departments.

Overall USM data:

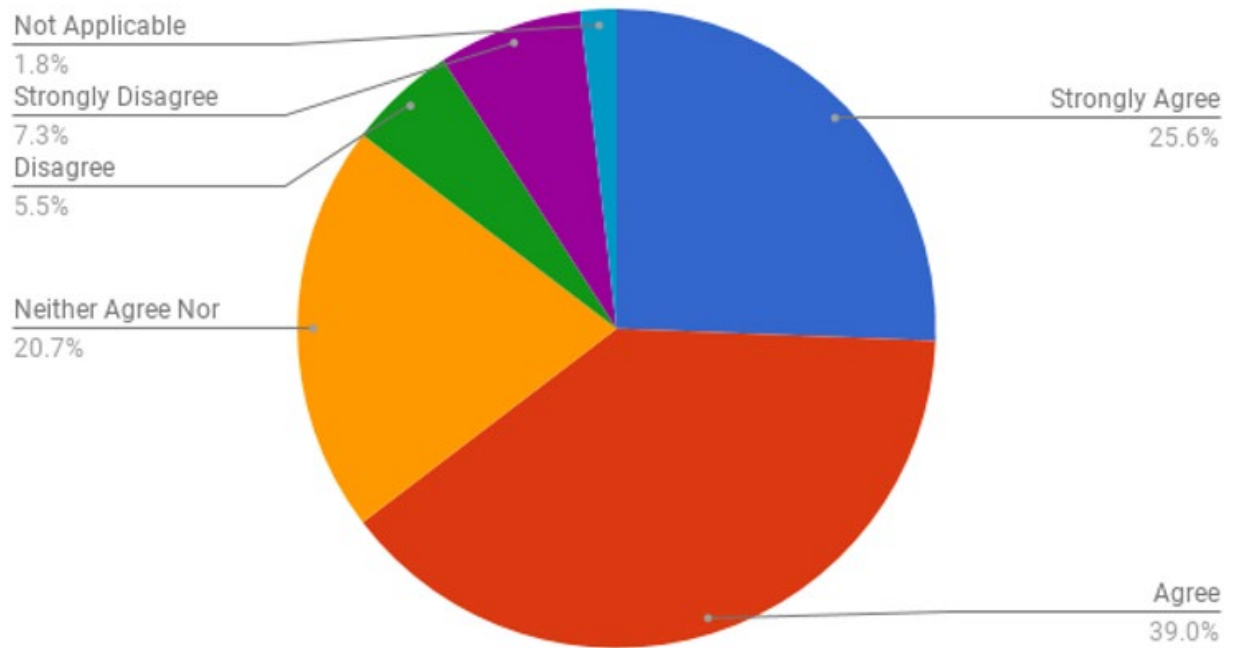


UMCES Institutional Data:

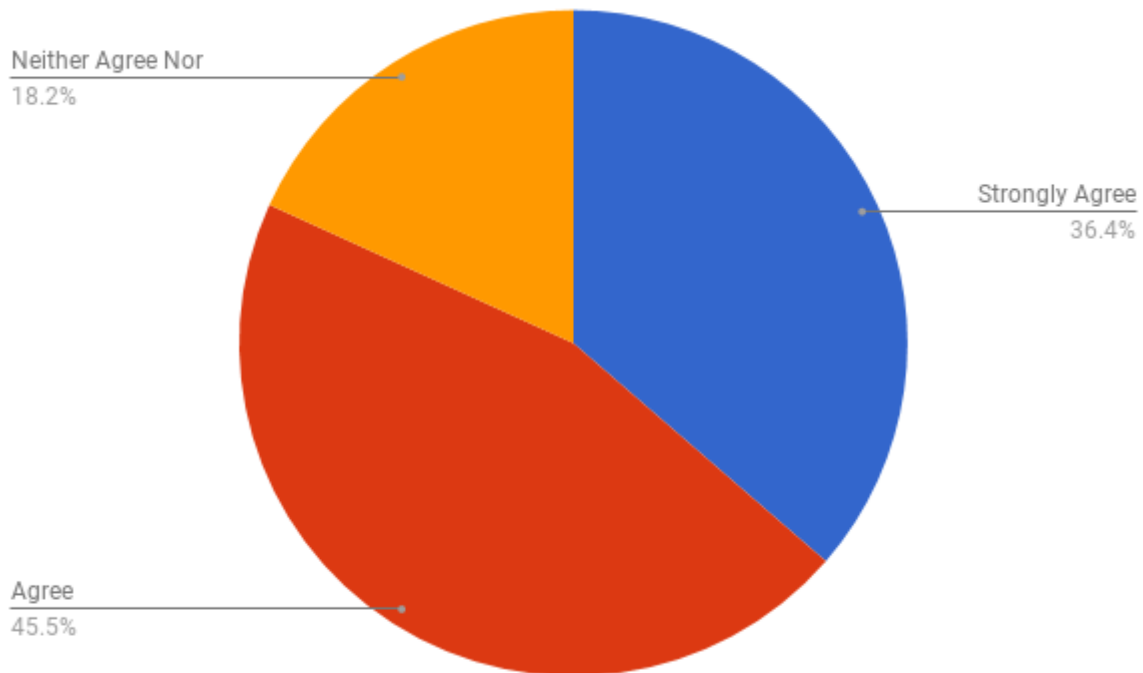


209. There is open communication with staff senate.

Overall USM data:



UMCES Institutional Data:



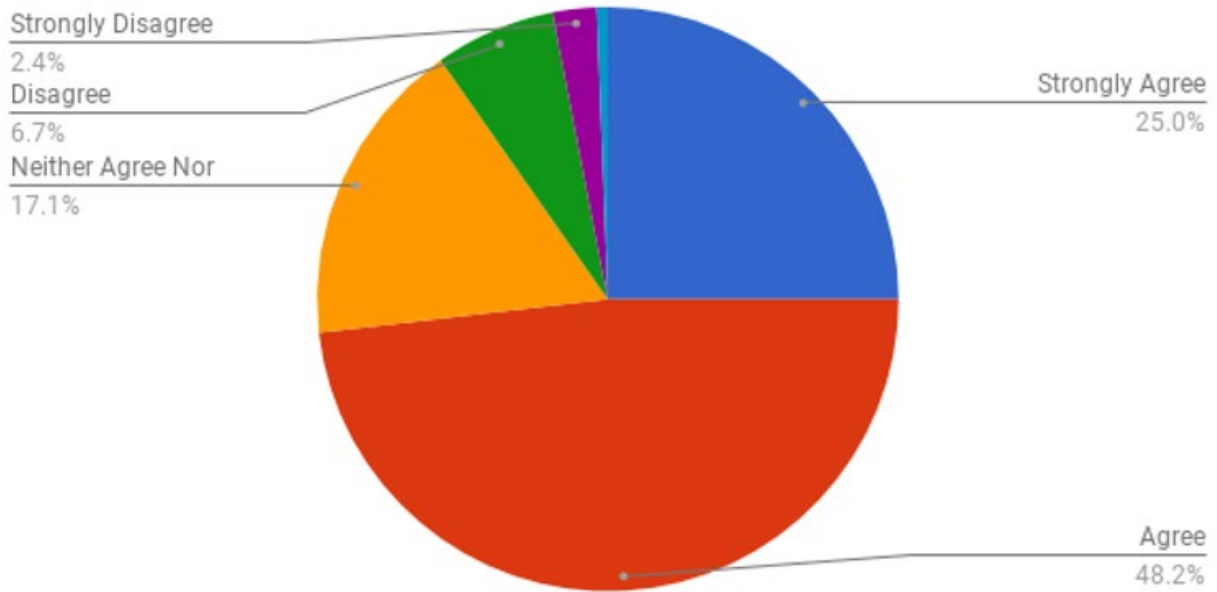
Survey comments on “The President’s Role”:

- We have a very new president. As such, we have not yet had many interactions with him. However, the interactions we have had have been very positive. He seems to value staff input (as well as faculty and students) and has indicated that he would like Staff Council to give input on the UMCES Strategic Plan. The opportunity has not arisen yet (he has been here < 6 months), but I anticipate that he will engage staff as he has stated.
- We have a new President (less than 6 months) so we are excited to see his active participation

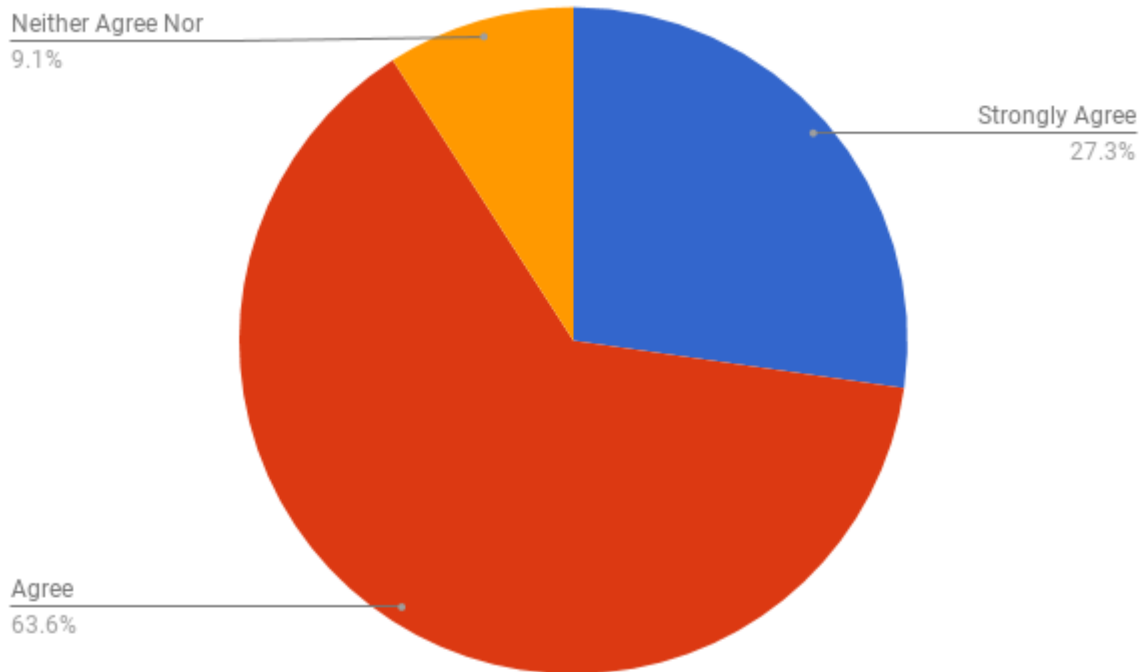
The Staff's Role

210. The administration is supportive of staff involvement in shared governance.

Overall USM data:

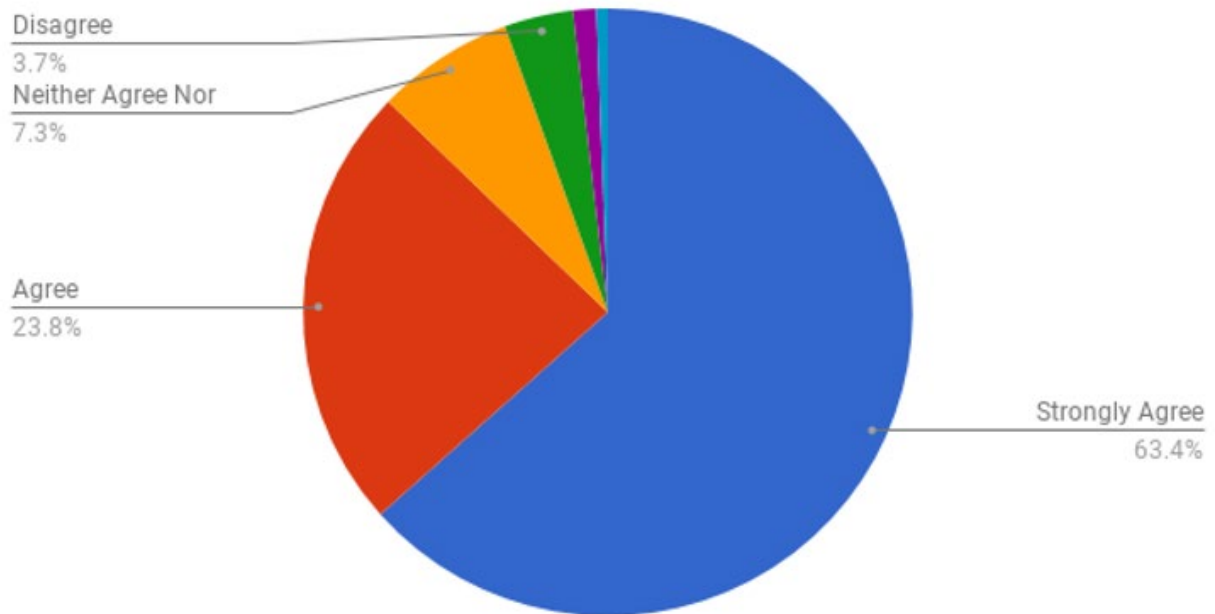


UMCES Institutional Data:

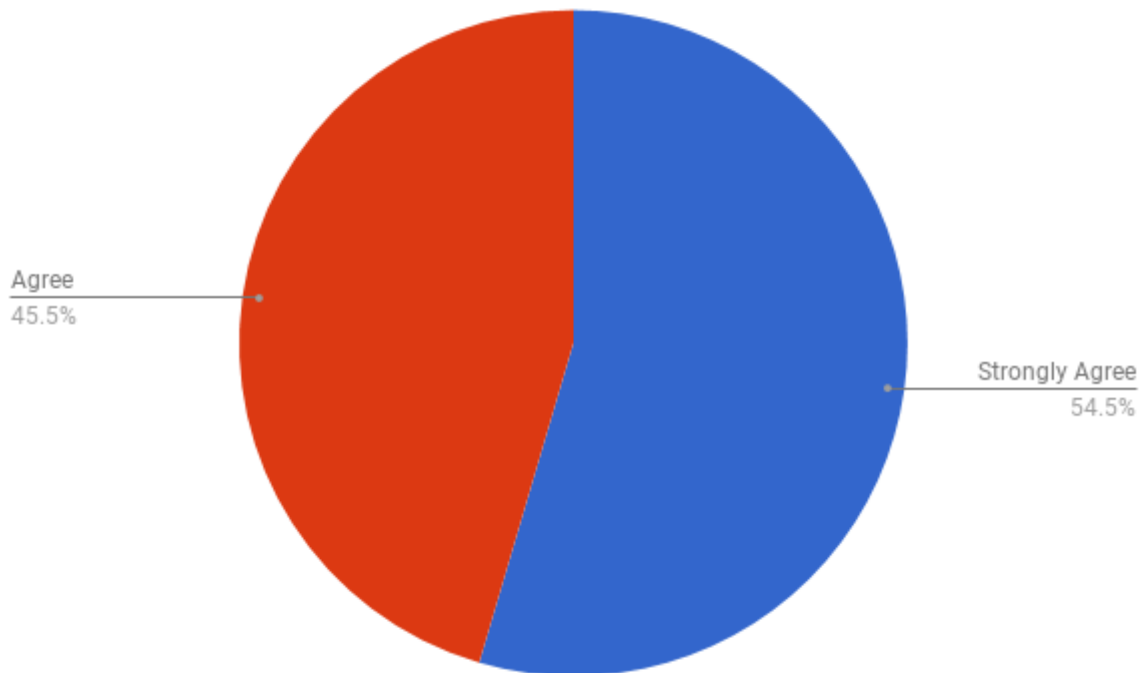


211. My immediate supervisor is supportive of my involvement in shared governance when I need to attend a related event or meeting during work hours.

Overall USM data:



UMCES Institutional Data:



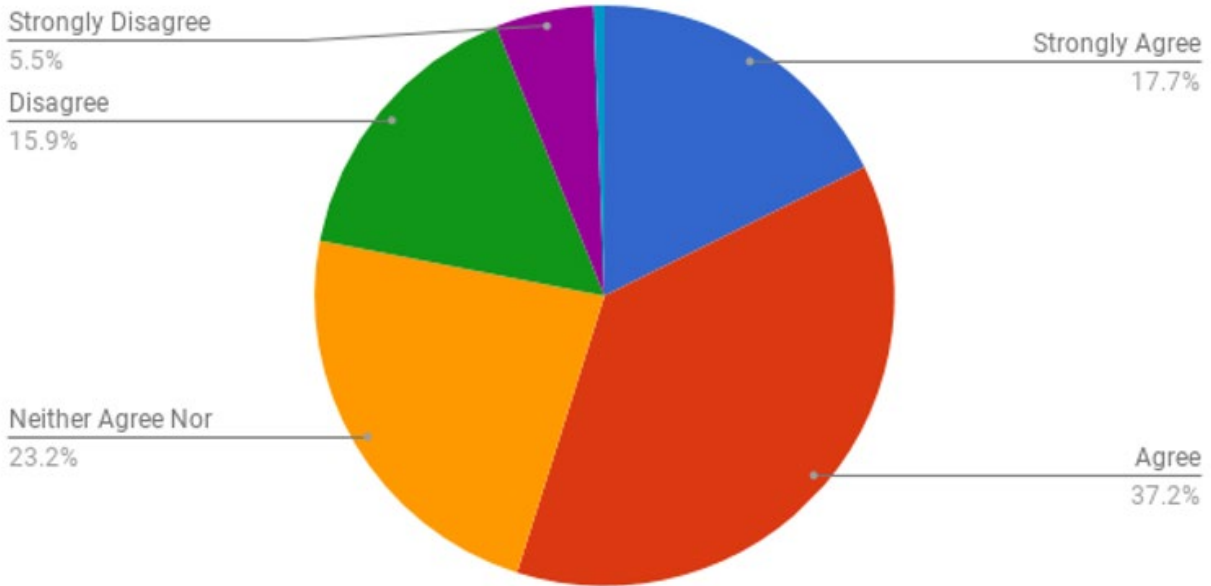
Survey comments on “The Staff’s Role”:

- As I said before, the Staff Council is still developing a relationship with administration. The interactions have been good for the most part, and I think this is a learning experience for everyone. I feel like some in administration are uneasy with the possibility of the staff being more vocal, but there are others that are very supportive. It will just take time for trust to develop between staff and administration, but I feel like we're heading in the right direction.

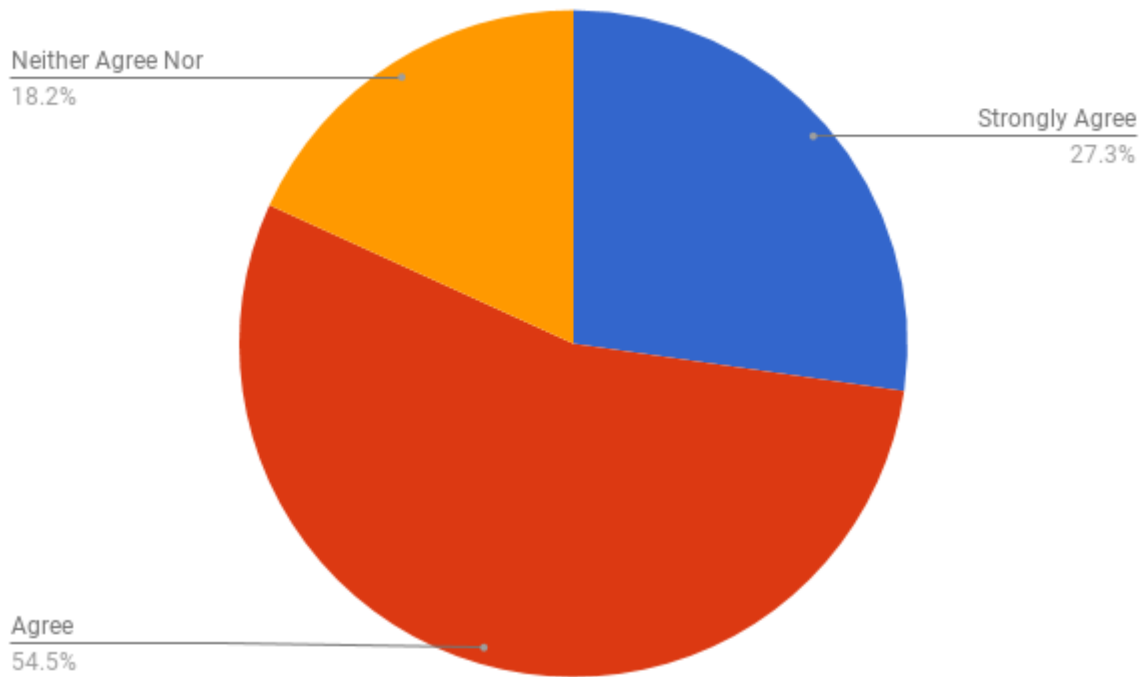
Joint Decision-Making

212. The administration utilizes staff involvement in the area of planning and strategic planning.

Overall USM data:

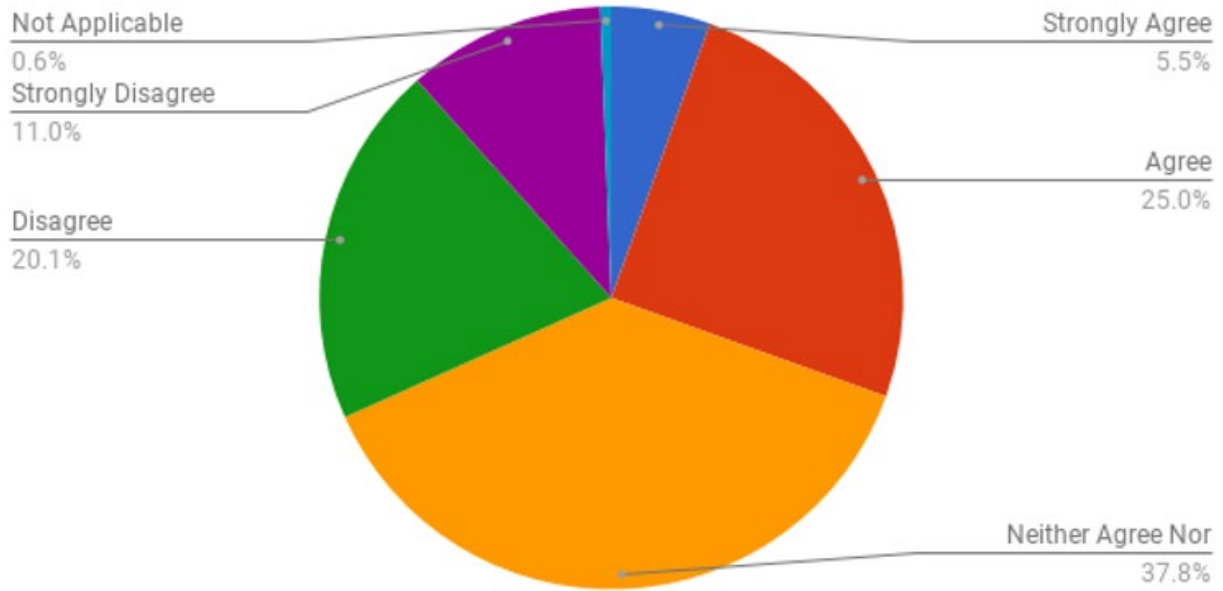


UMCES Institutional Data:

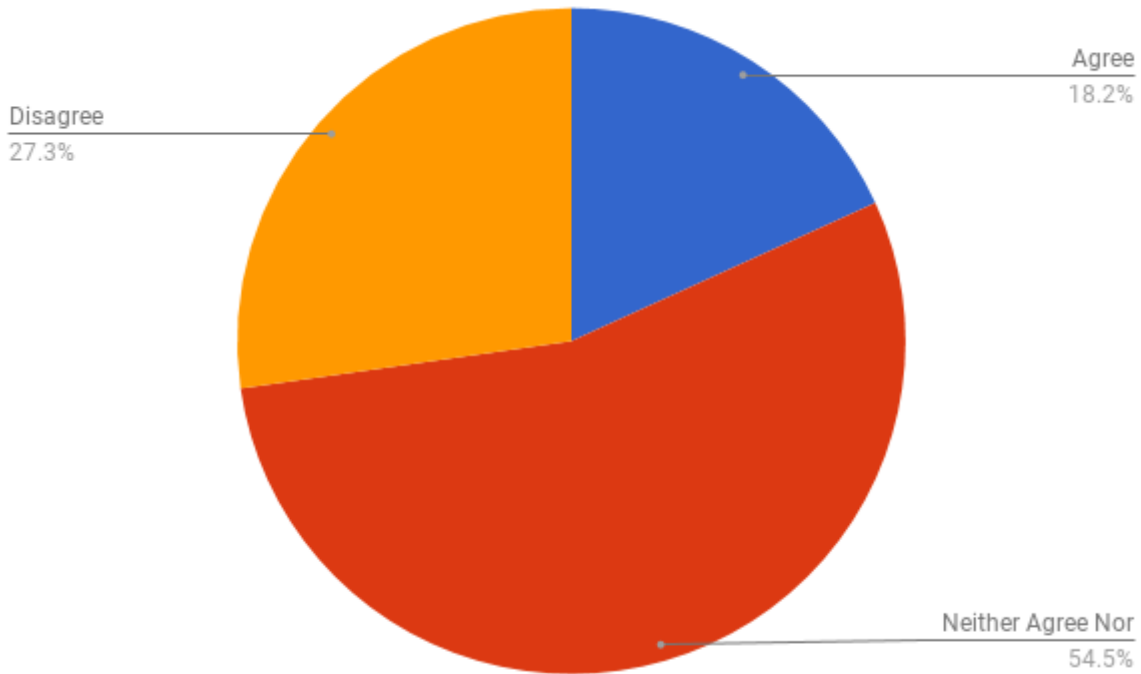


213. The administration recognizes staff involvement in budgeting and fiscal resource planning.

Overall USM data:

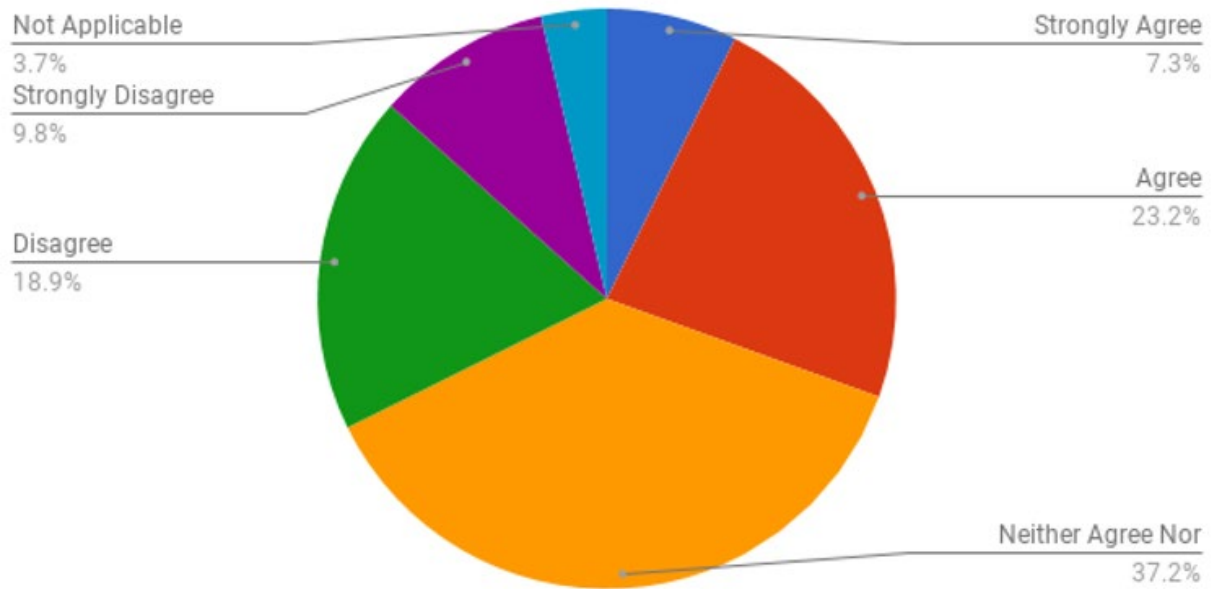


UMCES Institutional Data:

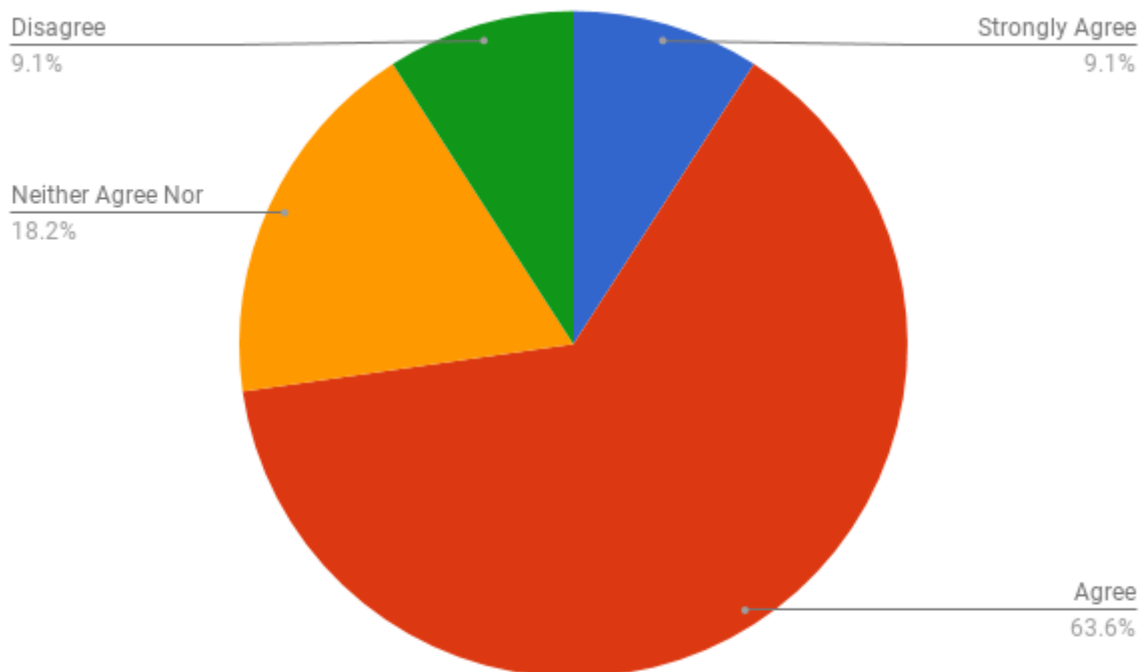


214. The administration recognizes staff involvement in academic affairs and program development.

Overall USM data:

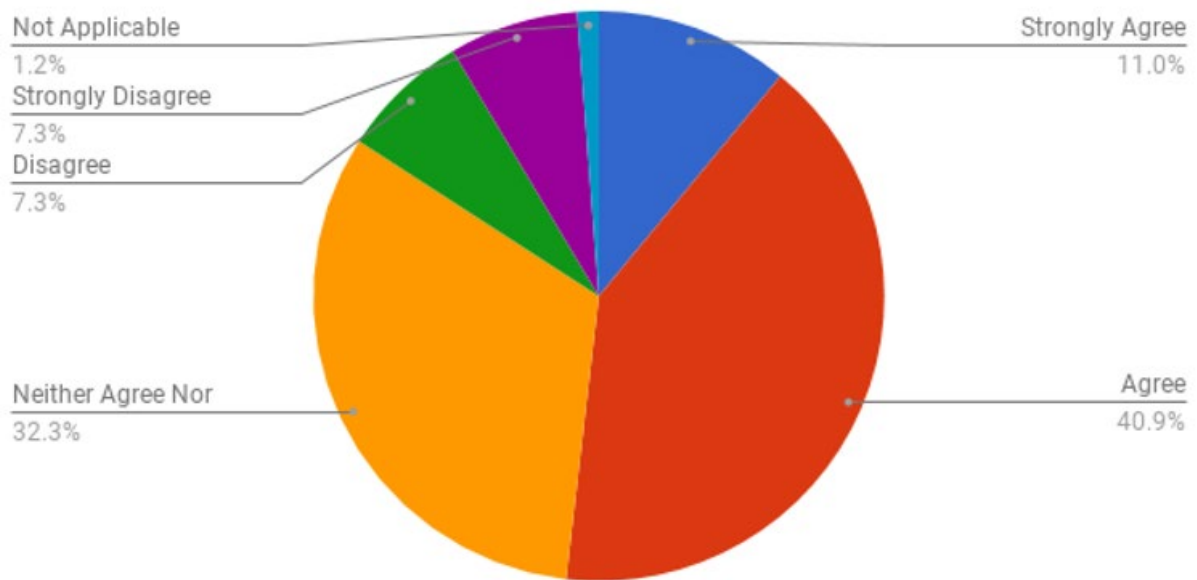


UMCES Institutional Data:

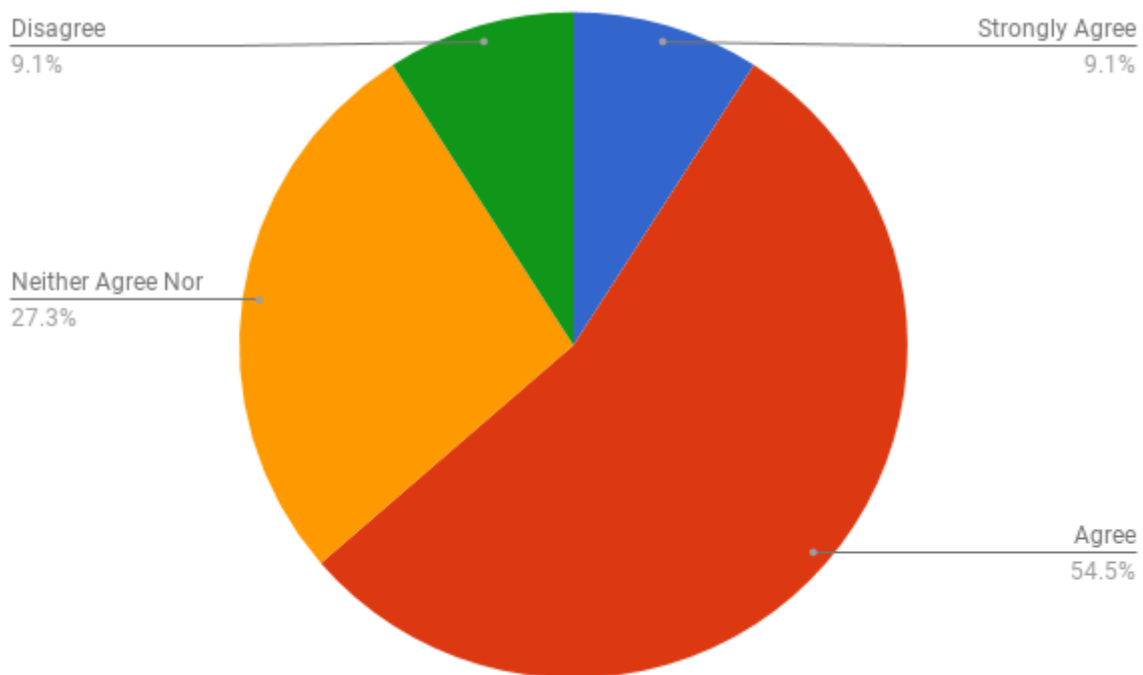


215. The administration supports staff involvement in staff selection and hiring.

Overall USM data:

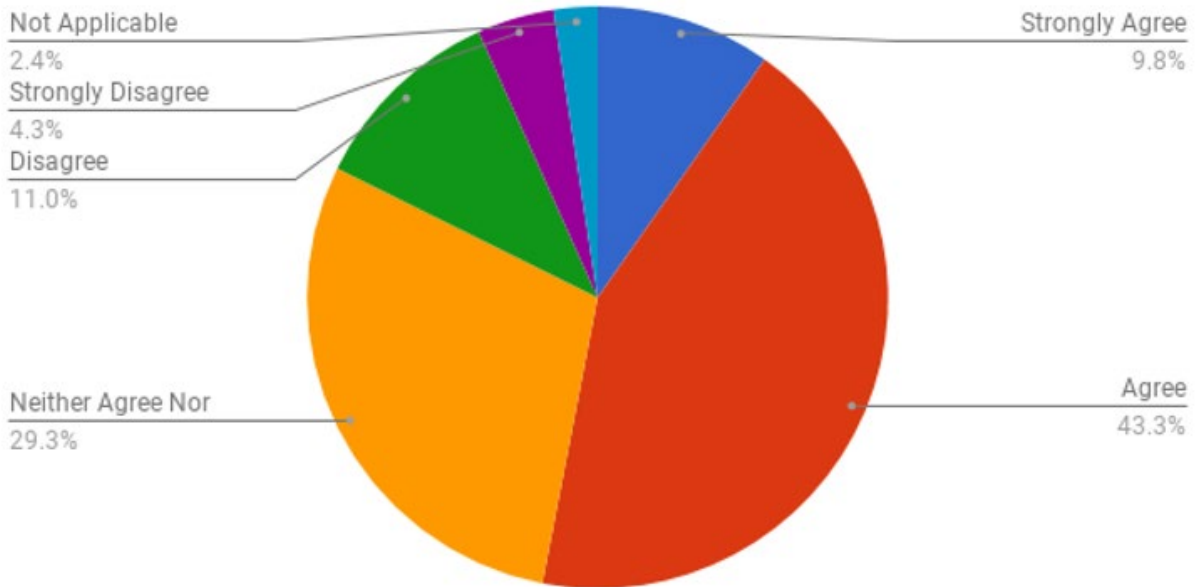


UMCES Institutional Data:

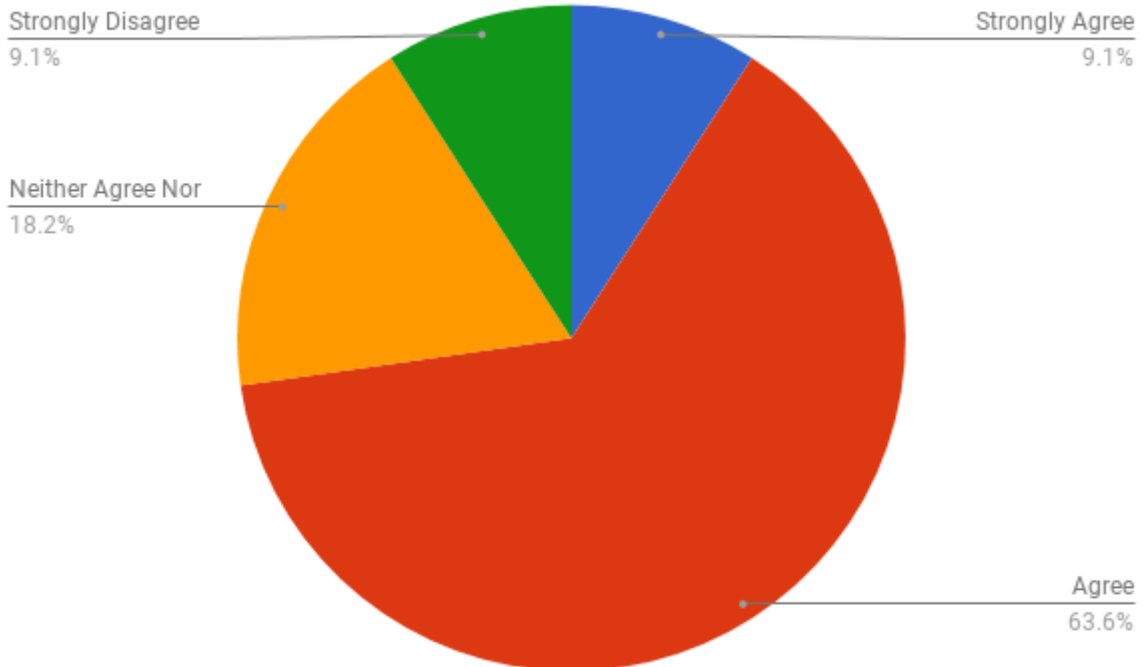


216. Structures and processes that allow for shared governance are clearly defined in the governance documents (e.g. staff handbook).

Overall USM data:



UMCES Institutional Data:



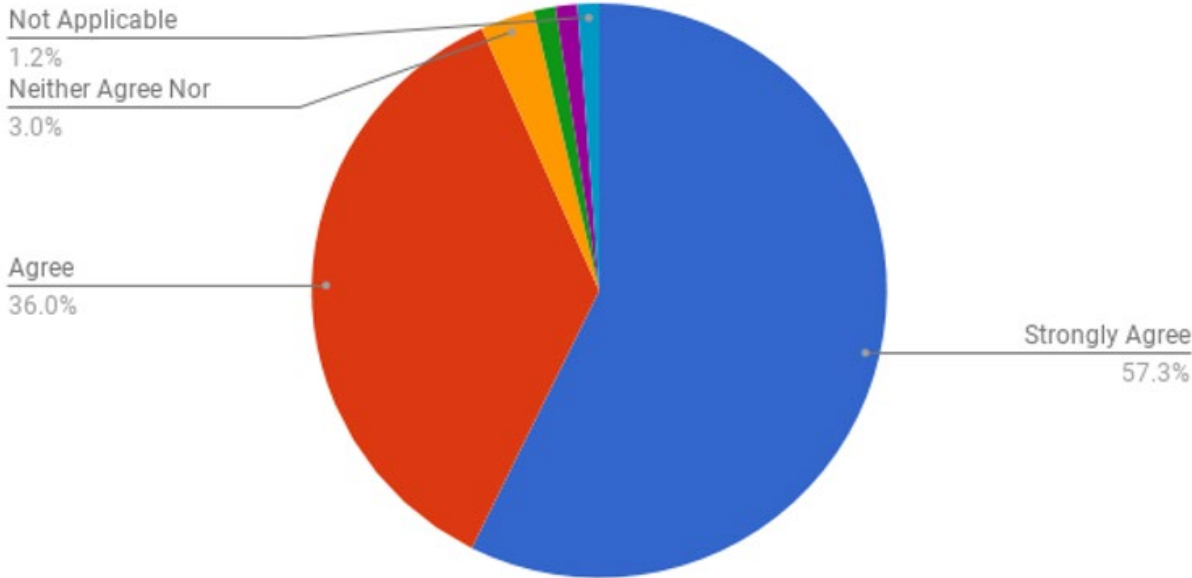
Survey comments on “Joint Decision Making”:

- I am not aware of staff outside of Assistant Directors being involved in budgeting and fiscal resource planning, but perhaps I'm just not in "the know." I believe staff were involved with our recent accreditation process, but I'm not sure (before Staff Council's existence).

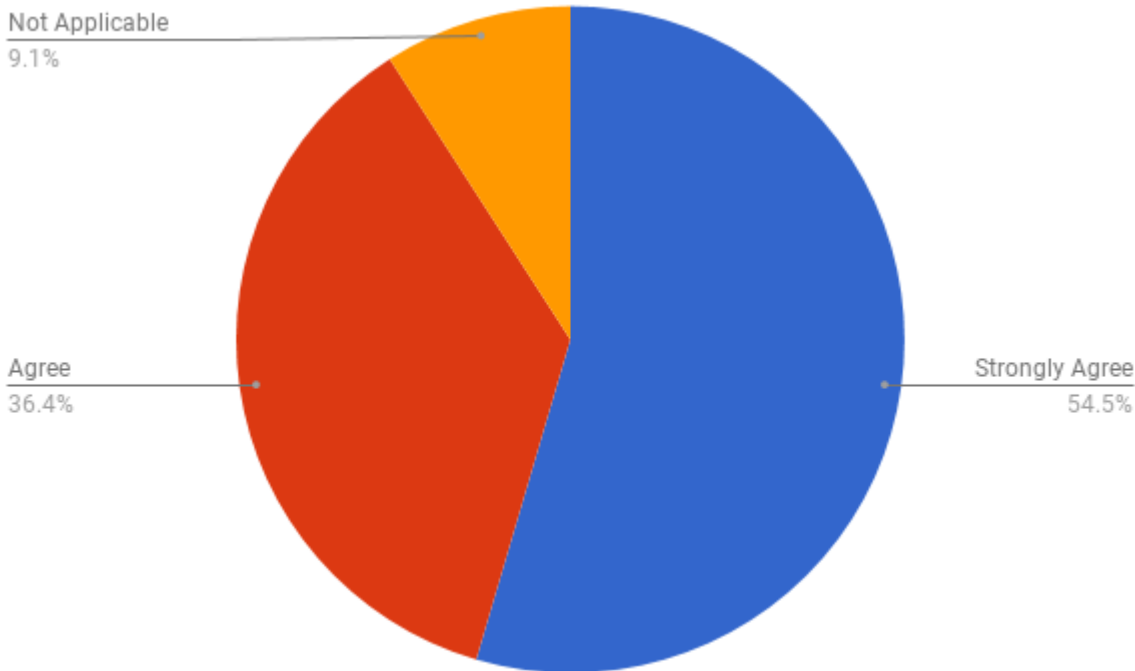
Structural Arrangements for Shared Governance

217. The staff senate and/or other institution-wide governance bodies meet on a regular basis.

Overall USM data:

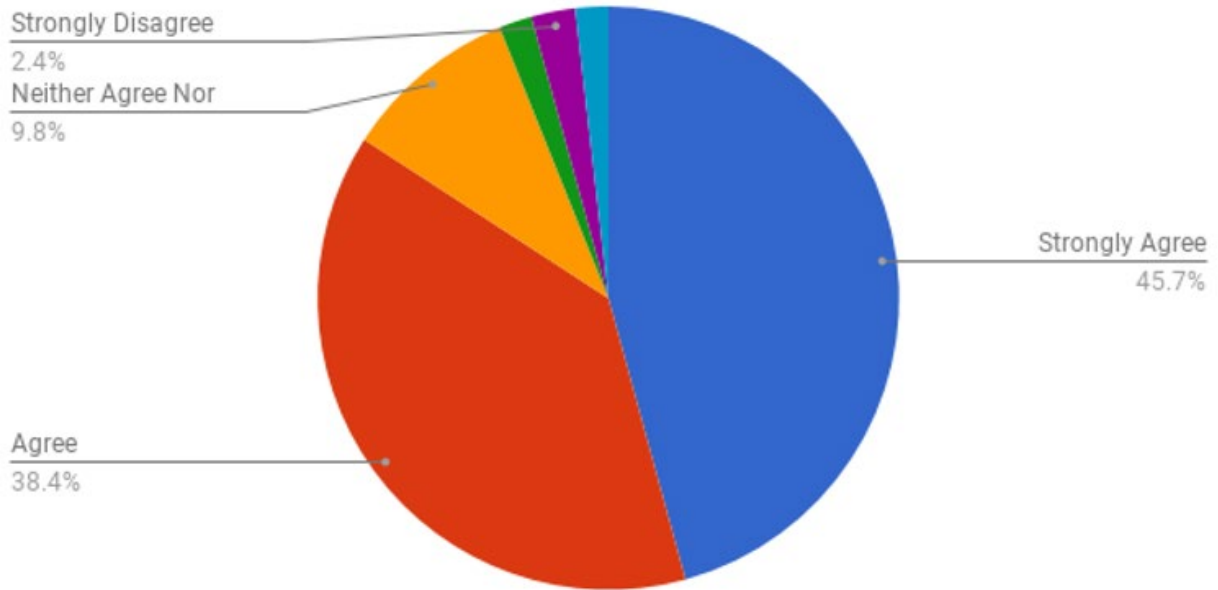


UMCES Institutional Data:

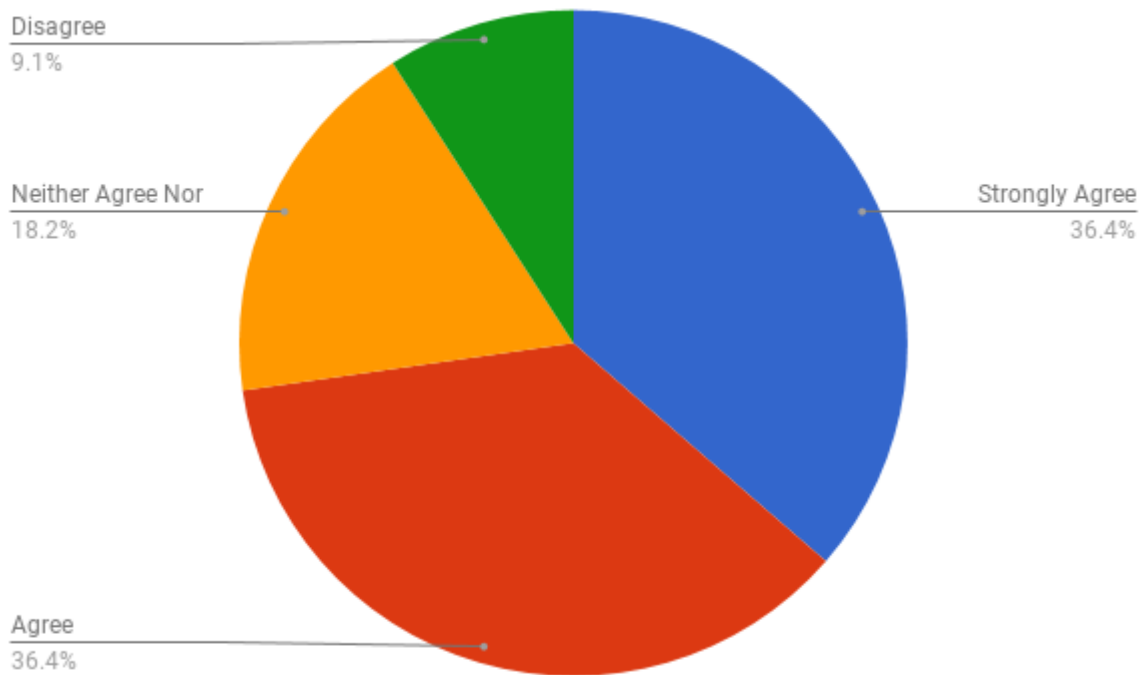


218. Staff determine how their own representatives are selected.

Overall USM data:

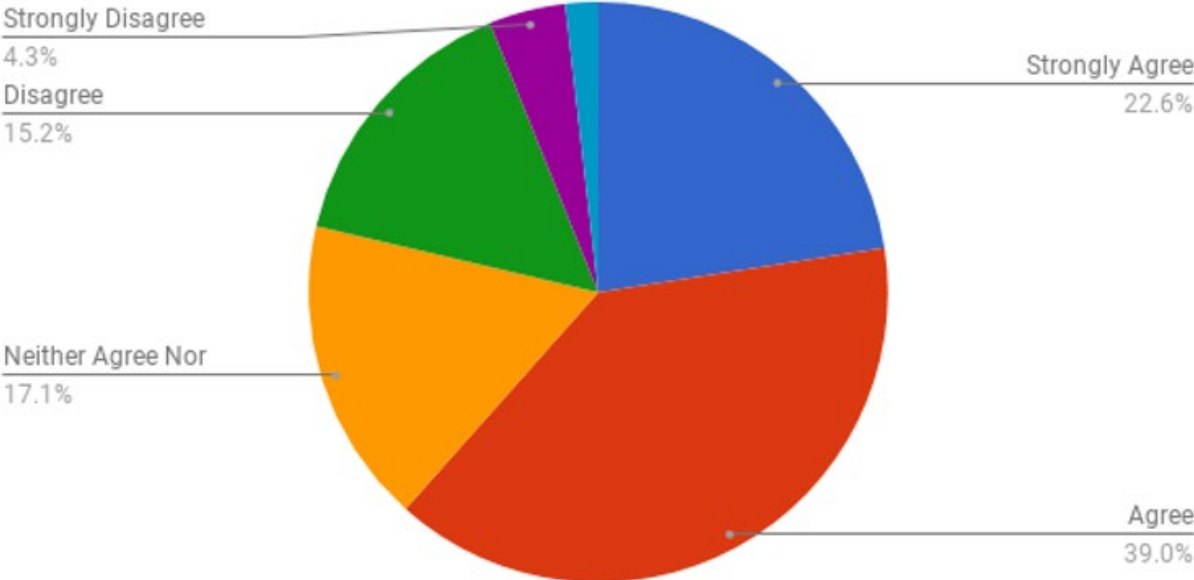


UMCES Institutional Data:

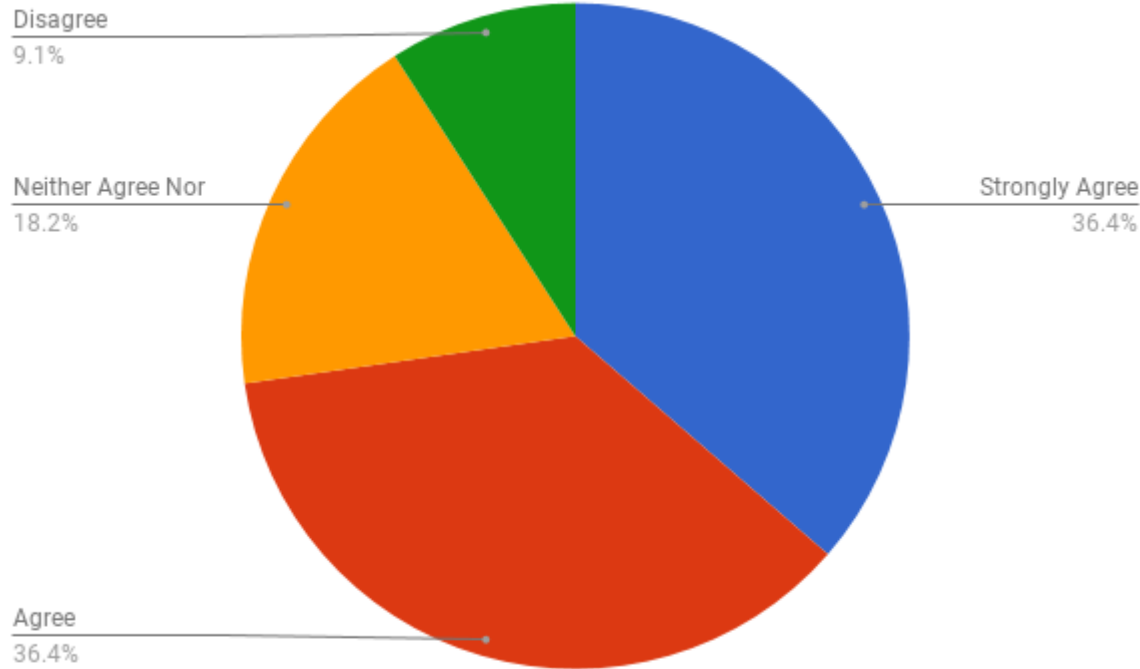


219. The administration provides adequate institutional support for shared governance to function (budget, liaison, etc.).

Overall USM data:



UMCES Institutional Data:



Survey comments on “Structural Arrangements for Shared Governance”:

- Overall, the administration has given us the tools and time that we need. However, how we select our representatives is still a work in progress. We have SOPs for elections, and we are clear as to who is eligible through our policies. However, since UMCES is very small and spread out over six locations, it is a challenge to find eligible people to fill all available Council positions. It would be nice if the Council could change the election process (ie open elections to all eligible staff regardless of where they sit or where the salary is budgeted vs 2 from each until) to maximize participation.

Other

220. Is there anything else you wish to communicate regarding shared governance on your campus? (Open-ended question)

- Yes, thank you. I am very aware that our Council is new, that our president is new, and our administration has not interacted with a Council in over 20 years. There is a learning curve involved with this situation. Overall, our administration and president seem very supportive of shared governance, and I hope that they find the Council's participation in shared governance to be beneficial. I think the relationship will continue to improve as time goes on. As administration continues to listen to and support staff and Staff Council, and as Staff Council continues to act in a thoughtful and professional manner, the two groups will become more cohesive. We have challenges ahead of us, but they are good challenges to have!
- UMCES has good Administrative support and we have regular communication.
- The new staff council of umces is looking to improve staff awareness and participation in shared governance.
- Most of our staff do not know what it is.

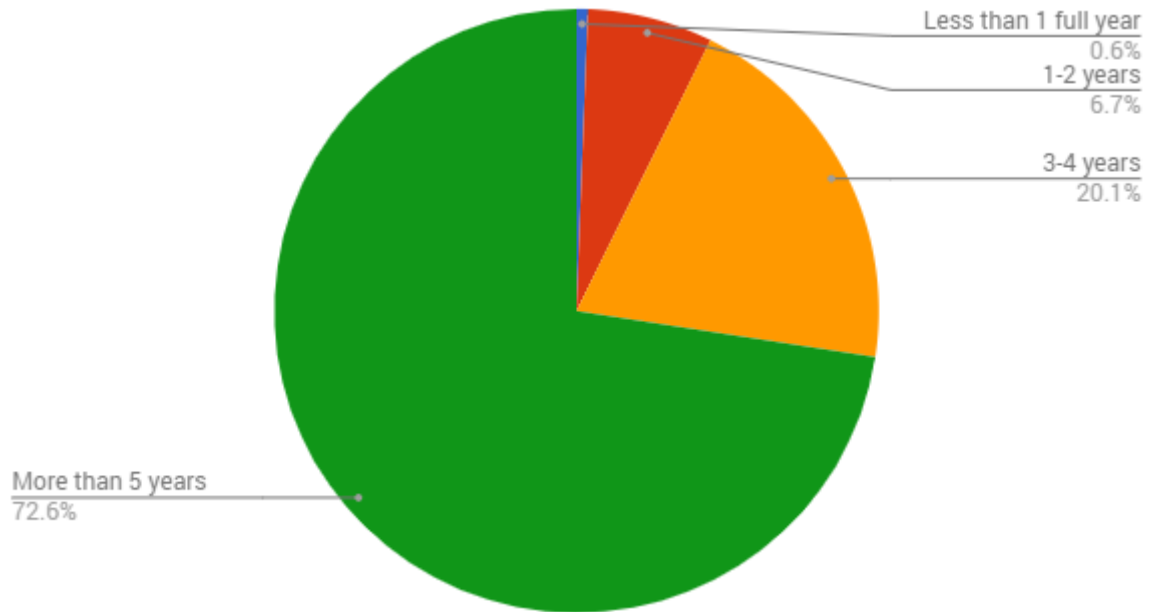
CUSS Shared Governance Survey 2017-2018

University of Maryland, Eastern Shore (UMES) Report

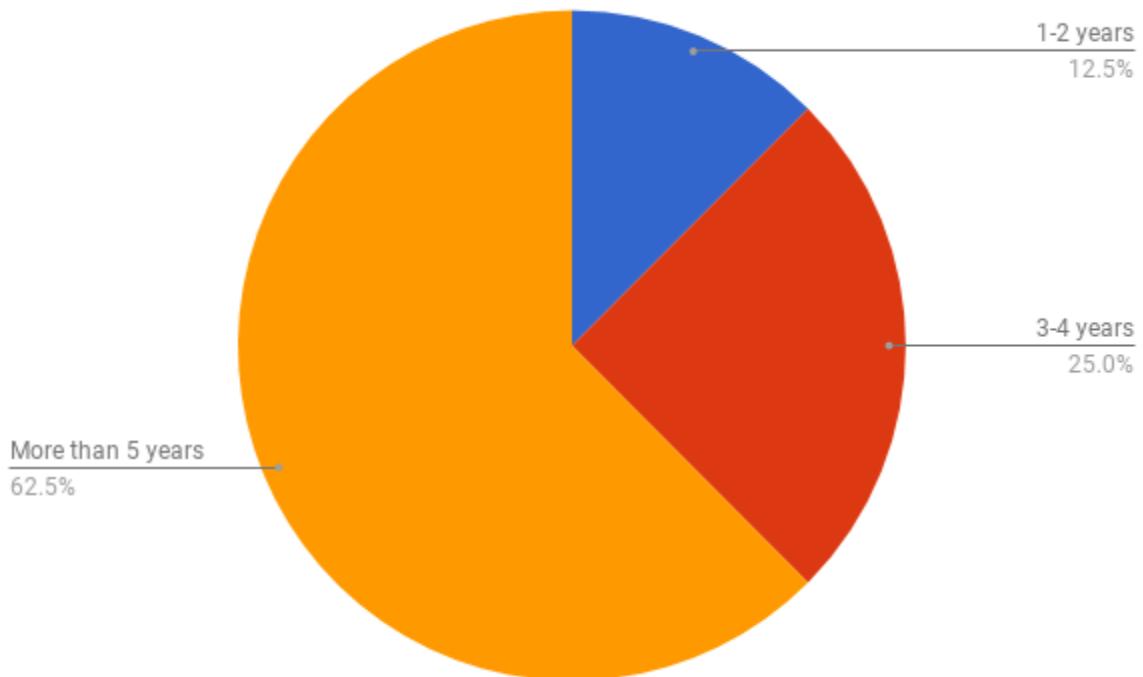
Total Participants: 8

Length of service at institution

Overall USM data:

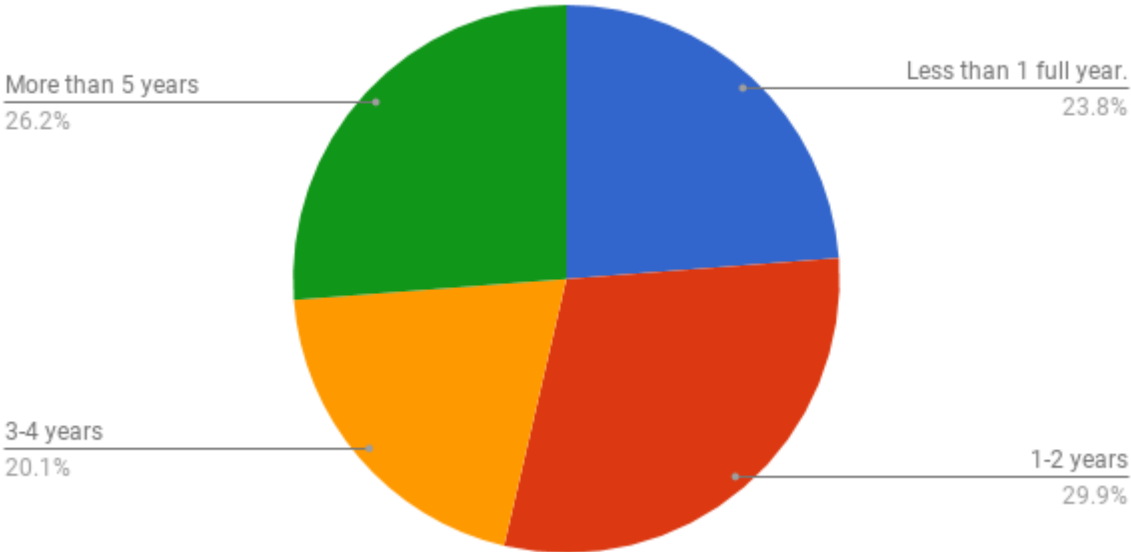


UMES Institutional Data:

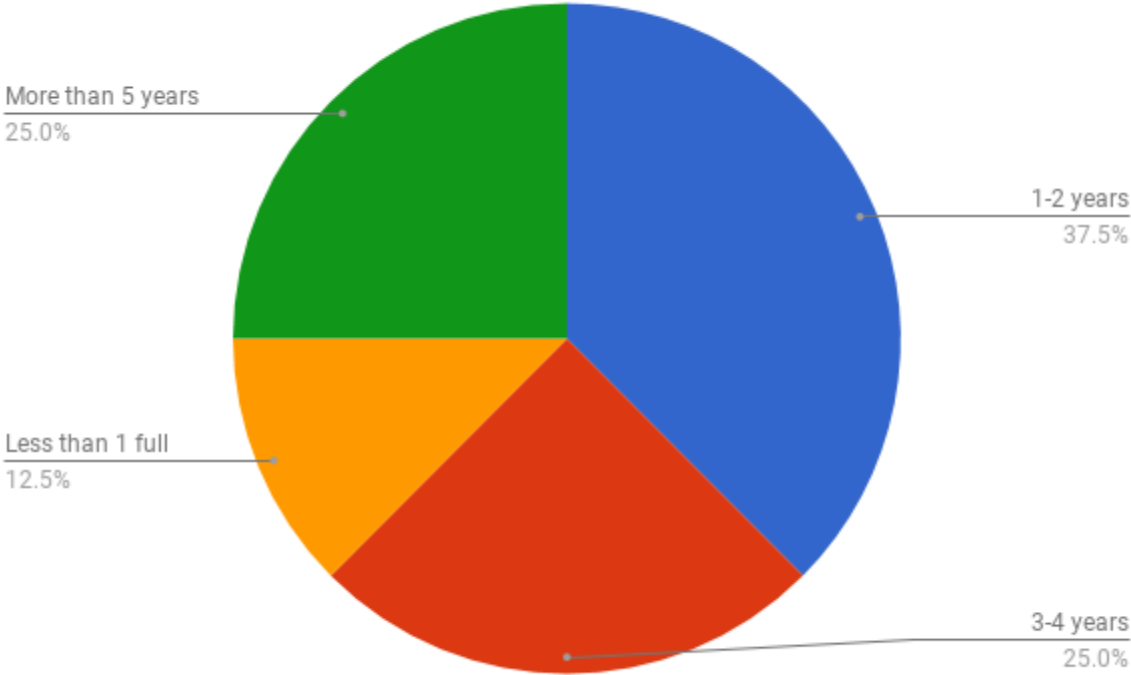


Length of involvement in staff Shared Governance

Overall USM data:



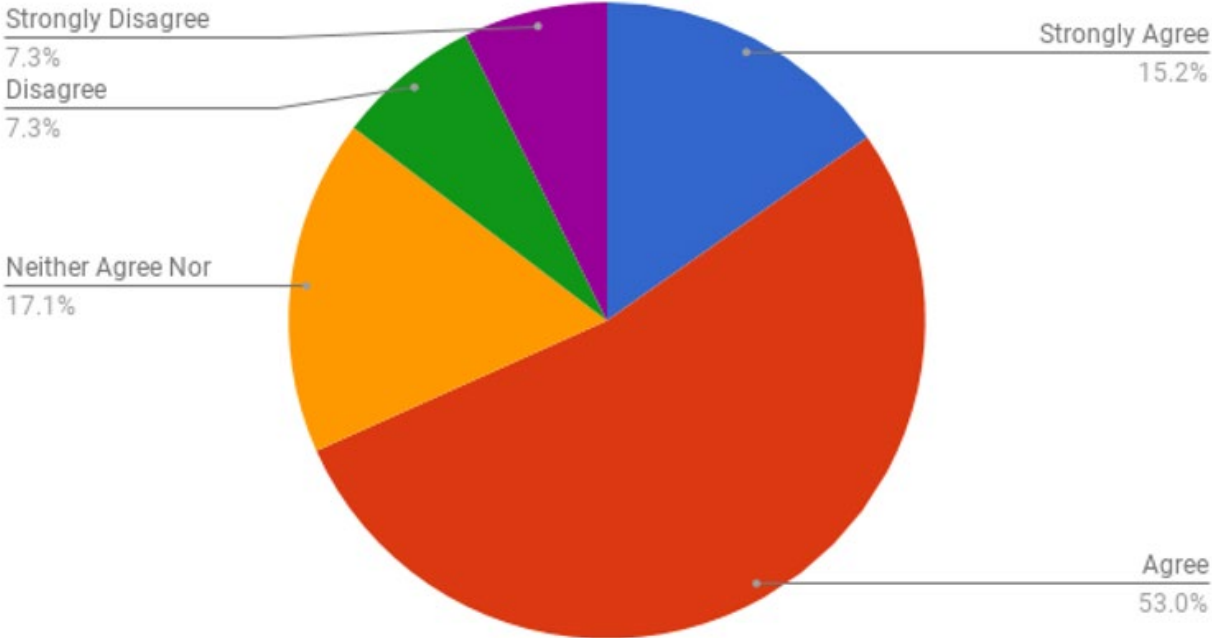
UMES Institutional Data:



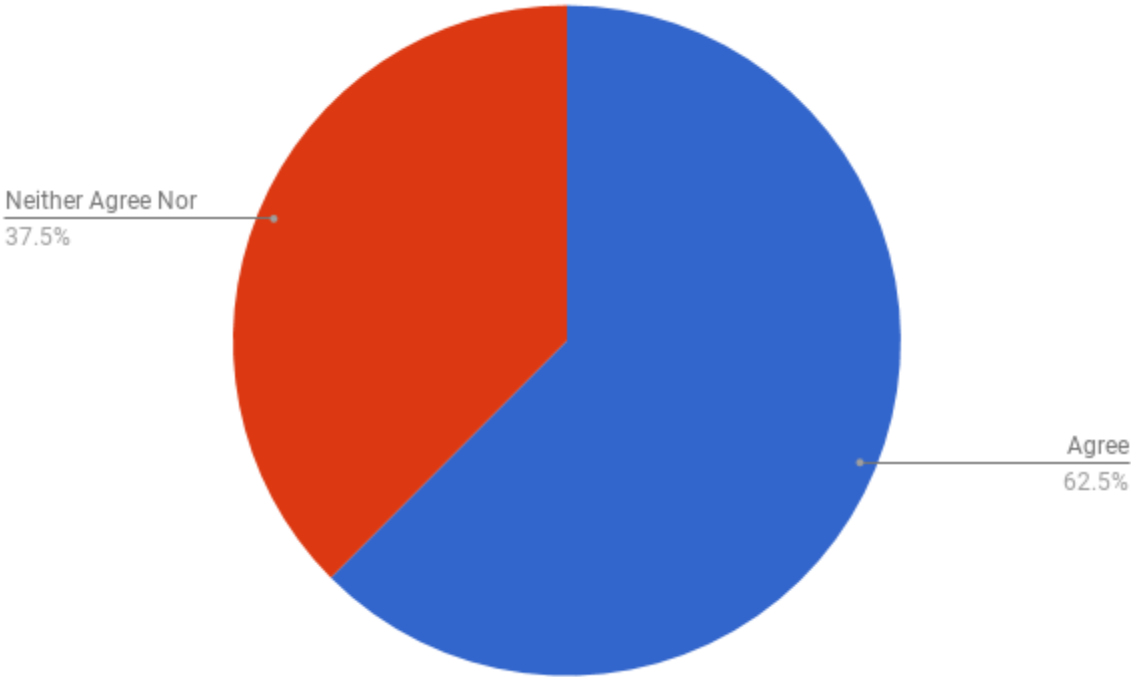
Climate for Governance

221. Shared governance on our campus is alive and healthy.

Overall USM data:



UMES Institutional Data:



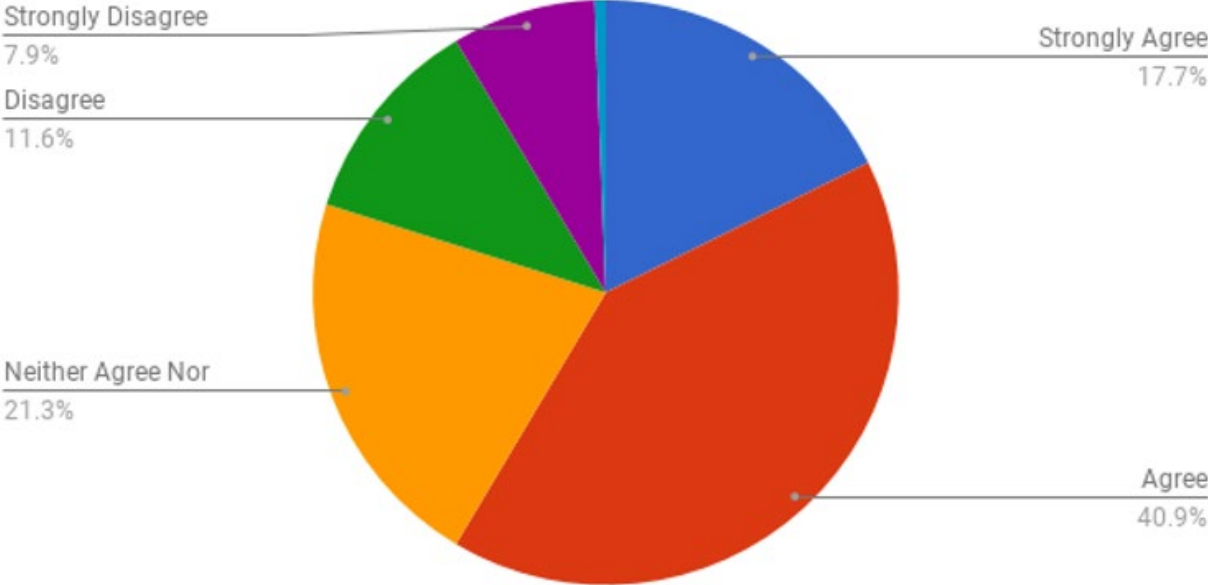
Survey comments on “Climate for Governance”:

- We have a combined Senate and it would be nice to have a Staff Senate separate

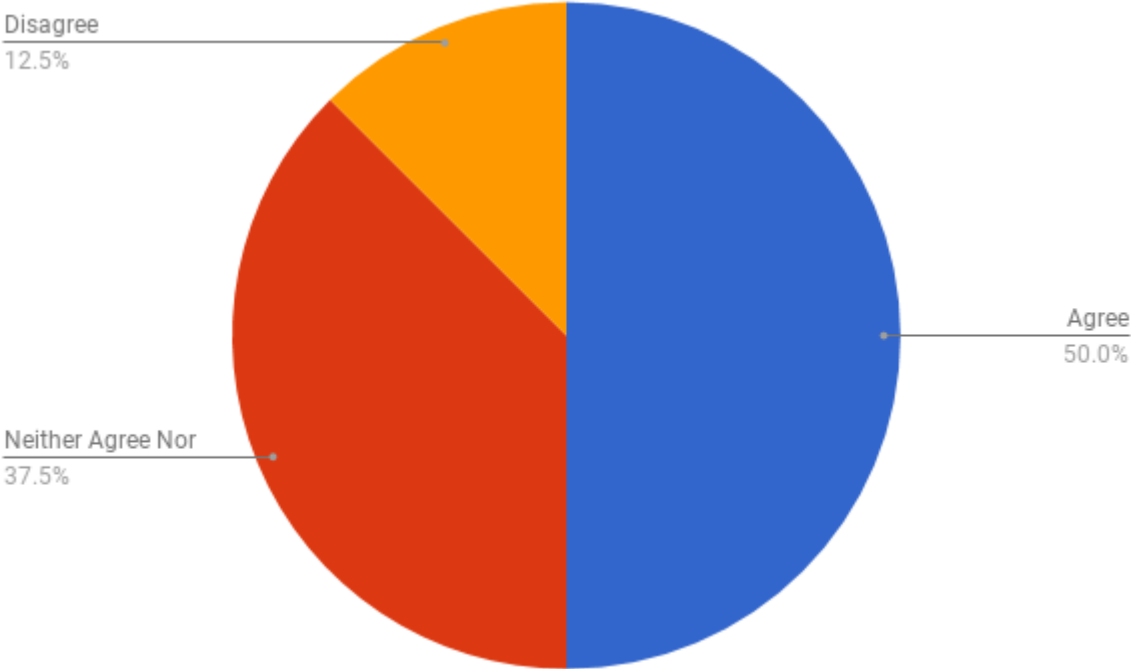
Institutional Communications

222. There is excellent communication and consultation between the administration and the staff and senate leaderships.

Overall USM data:

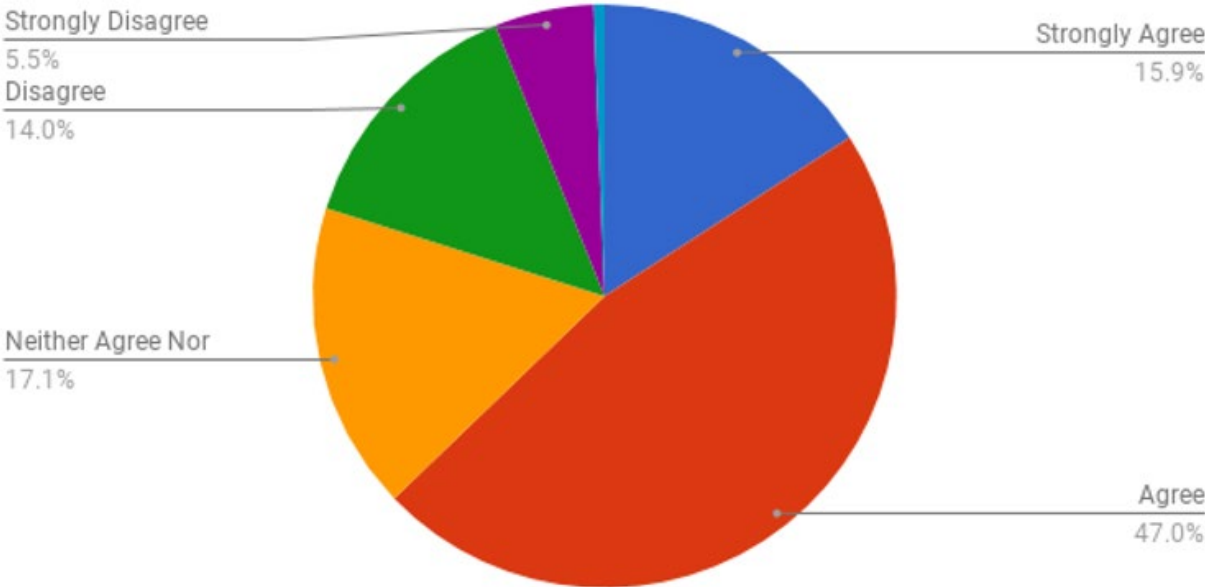


UMES Institutional Data:

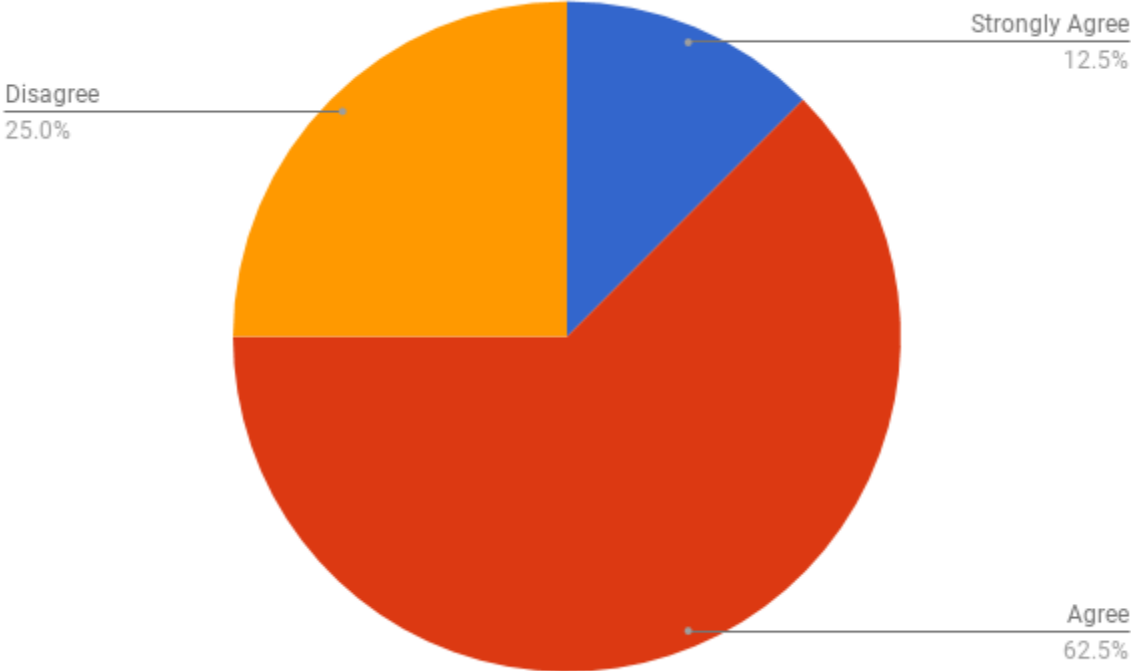


223. Staff can openly communicate governance issues with cabinet/upper management.

Overall USM data:

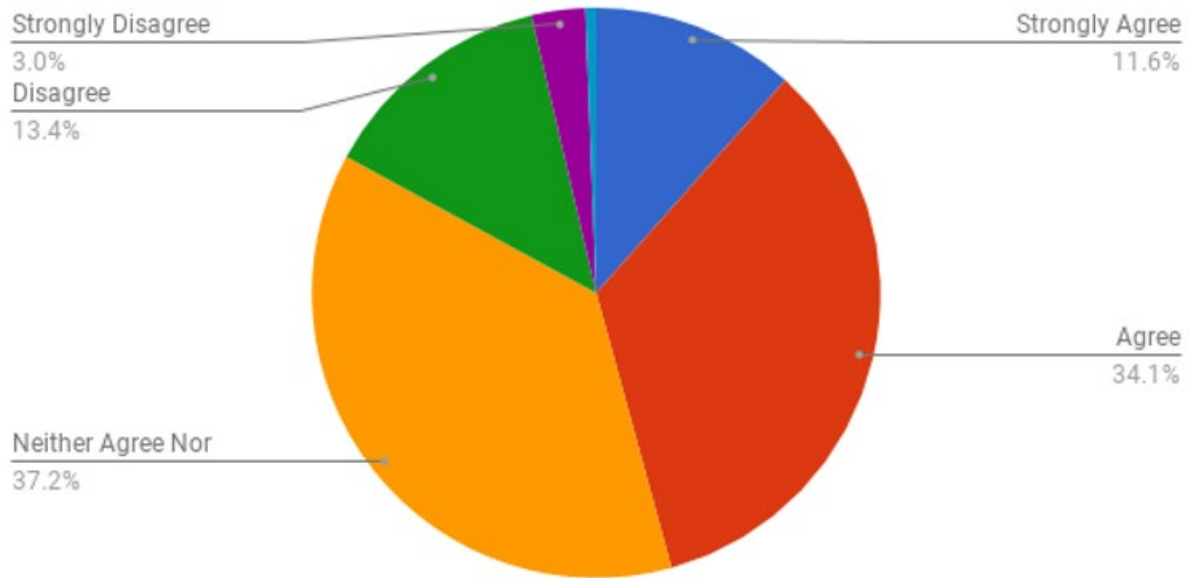


UMES Institutional Data:

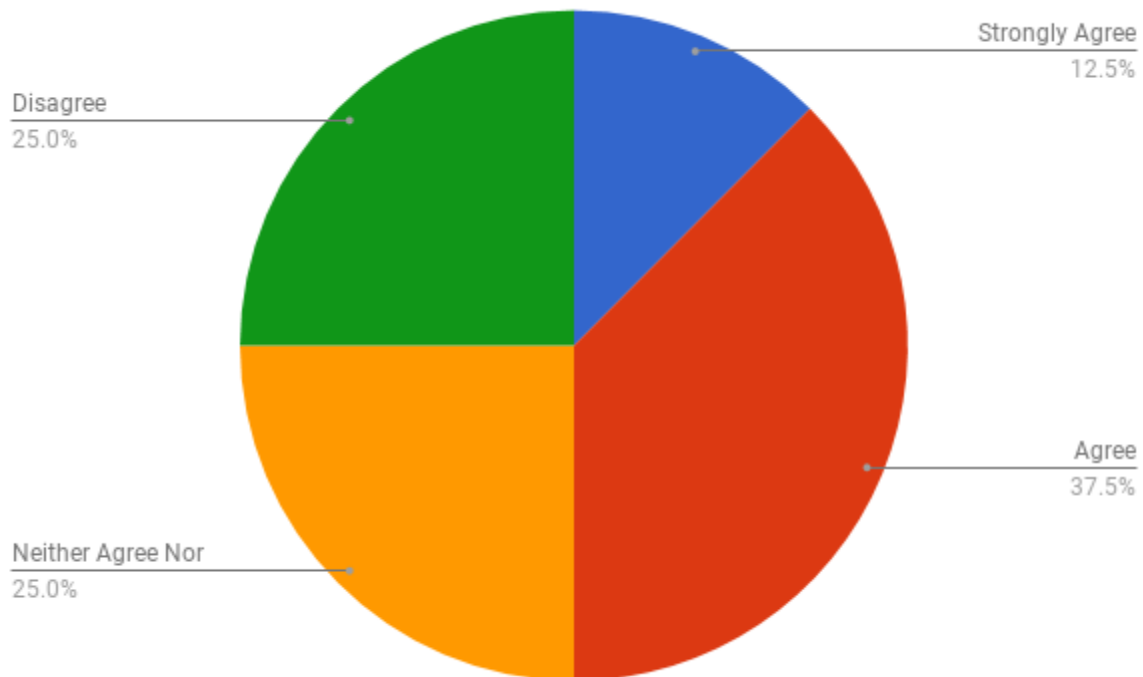


224. Feedback is presented in a timely manner, be it positive or negative.

Overall USM data:



UMES Institutional Data:



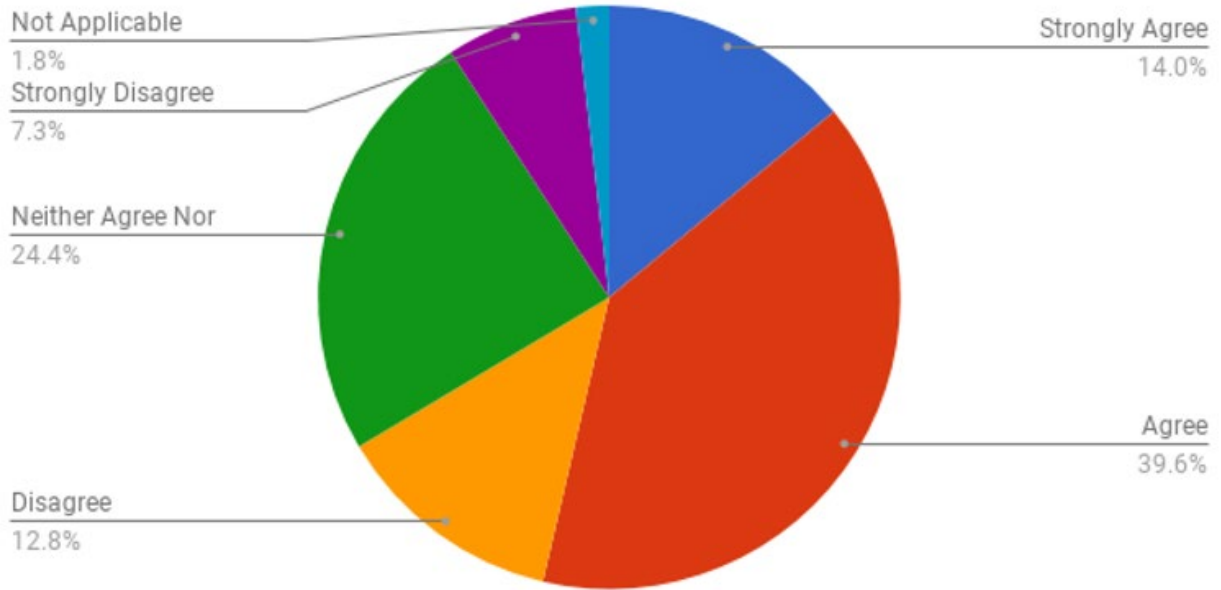
Survey comments on “Institutional Communication”:

- I don't know how senate leadership communicates with the cabinet. I don't think there is truly open communication from the cabinet level with the body.

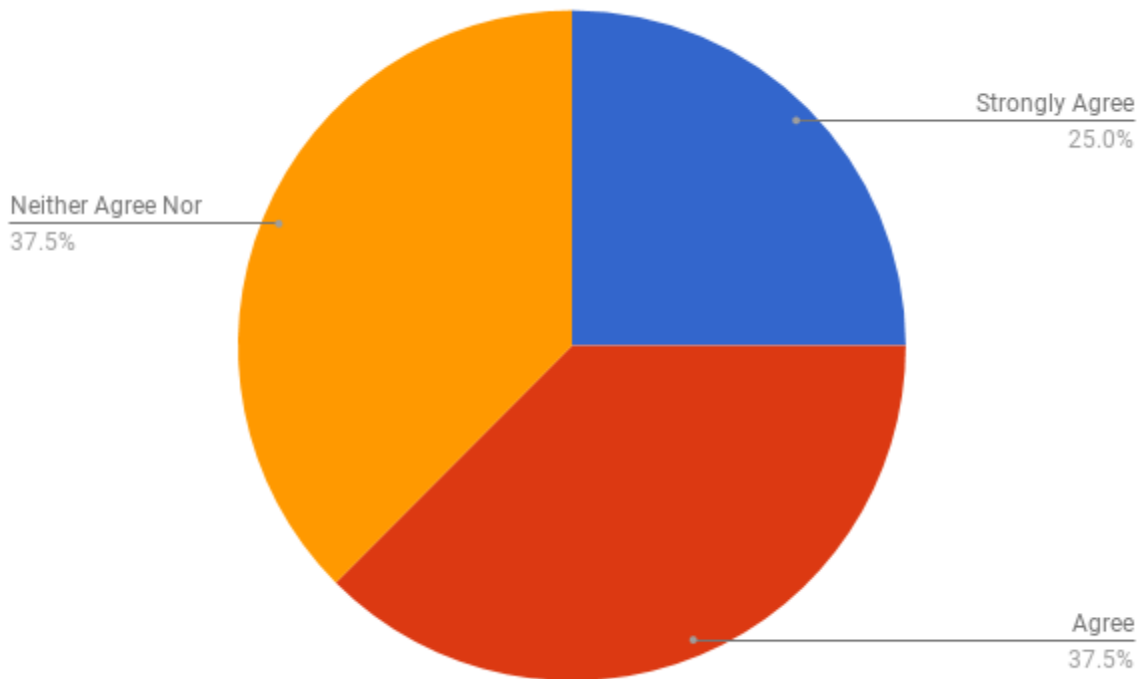
Senate's Role

225. The staff senate plays an important role in providing academic and administrative functions at the university.

Overall USM data:

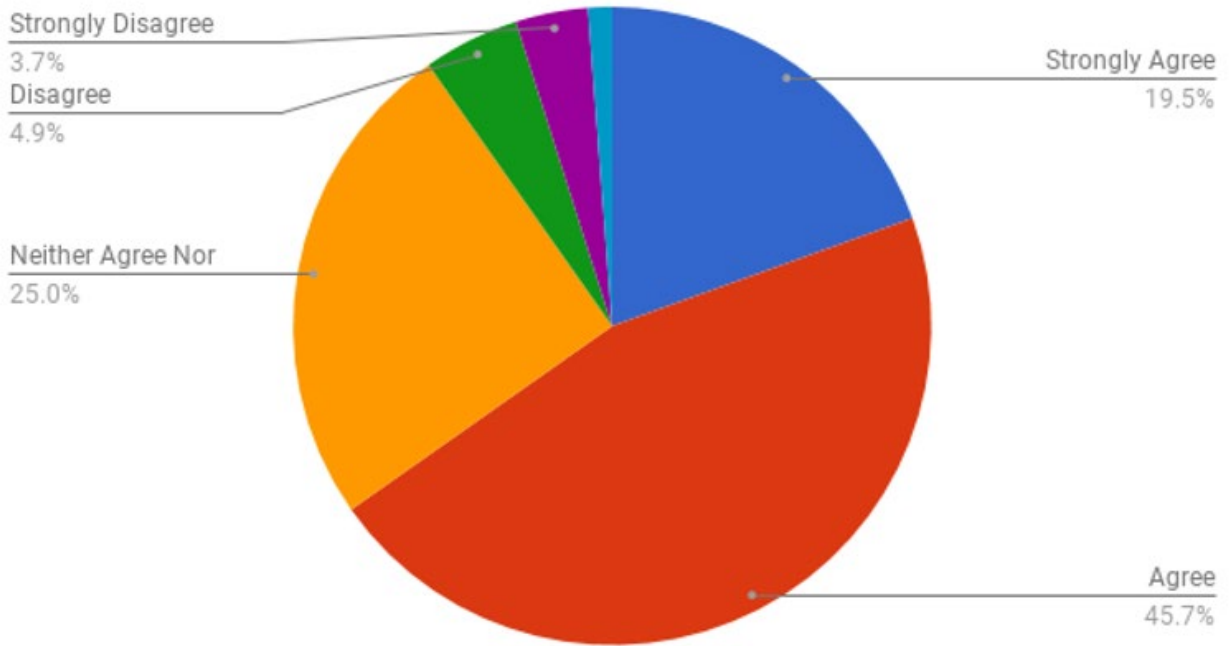


UMES Institutional Data:

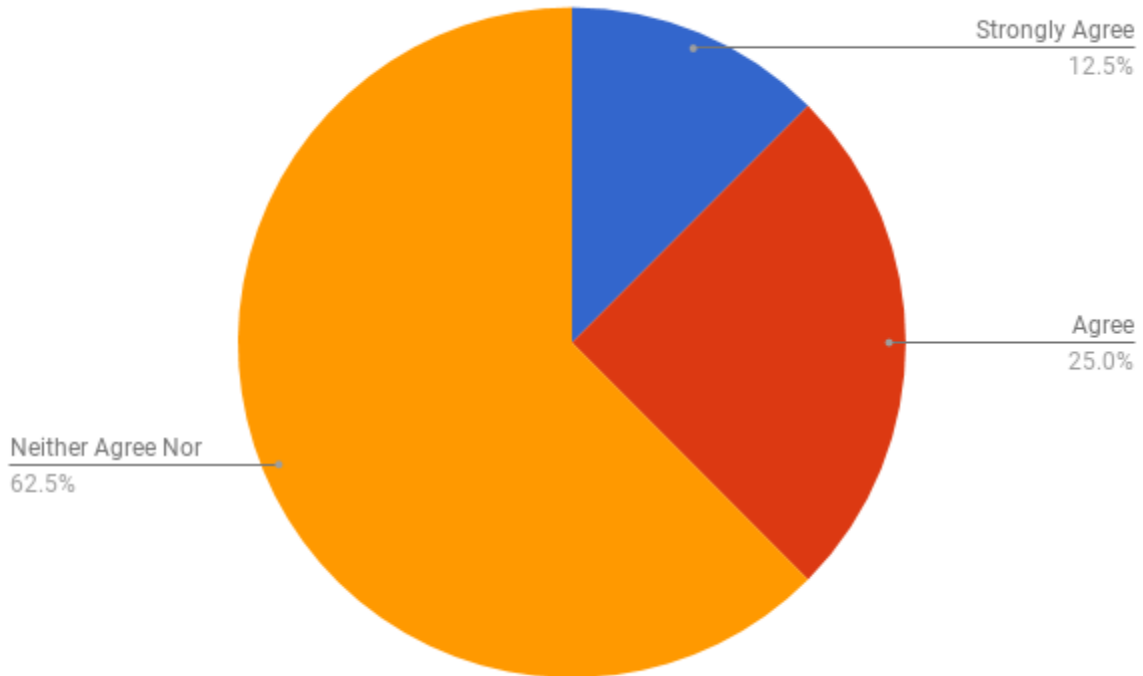


226. Your role with staff senate is valued.

Overall USM data:



UMES Institutional Data:



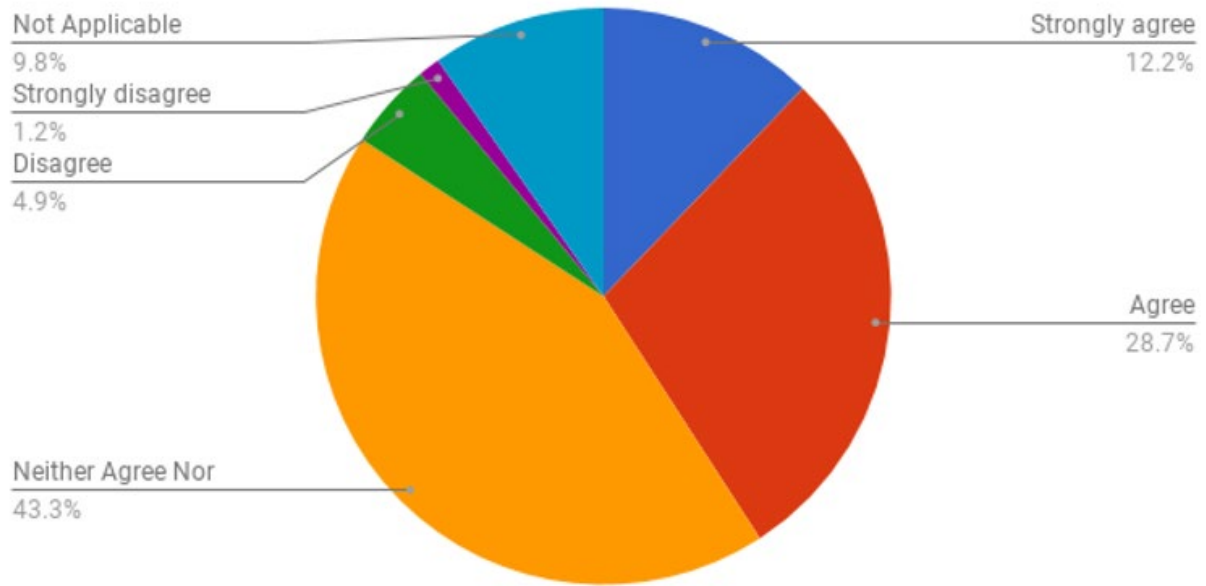
Survey comments on “Senates Role”:

- My role with staff is valued? Not sure...

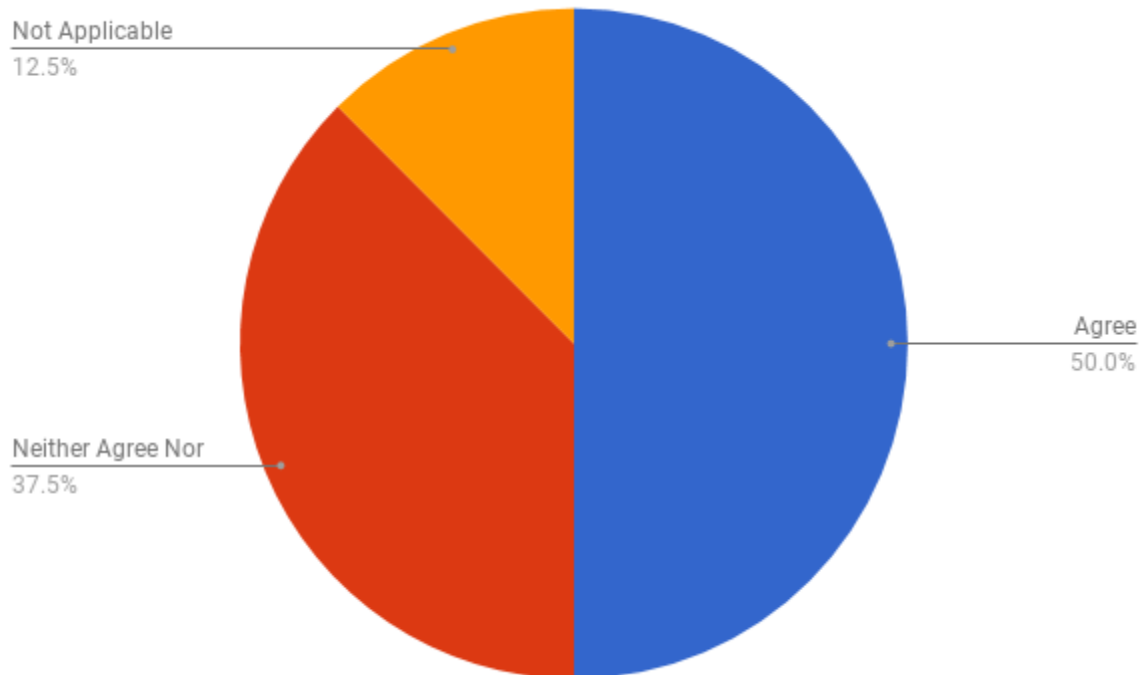
The President's Role

227. Other than on rare occasions, the president seldom overturns staff decisions and recommendations.

Overall USM data:

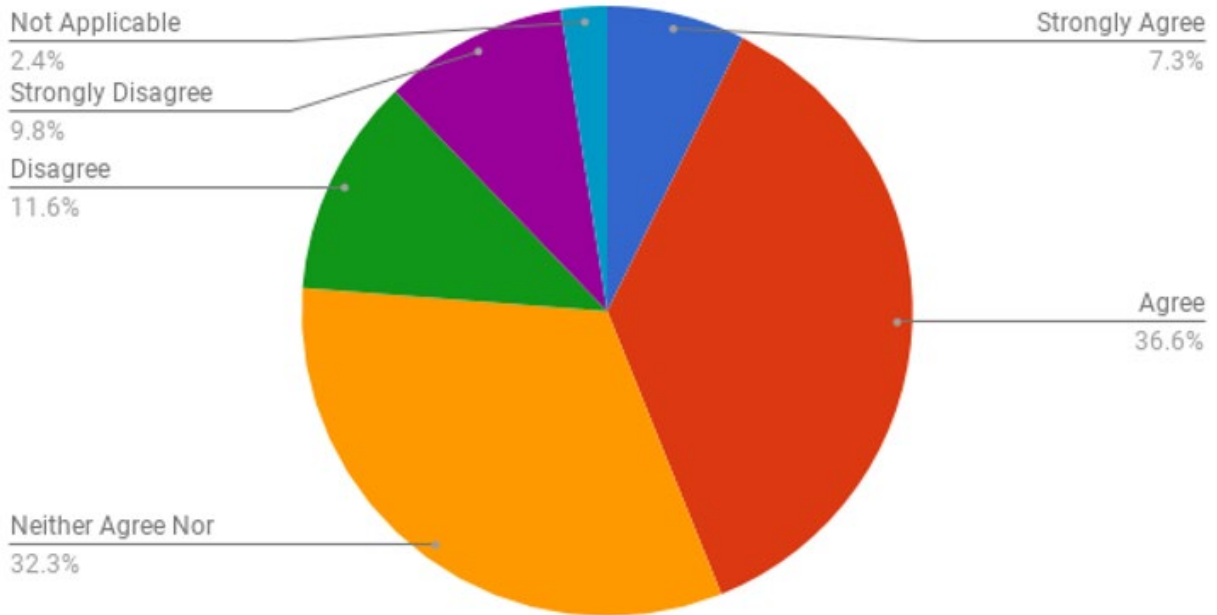


UMES Institutional Data:

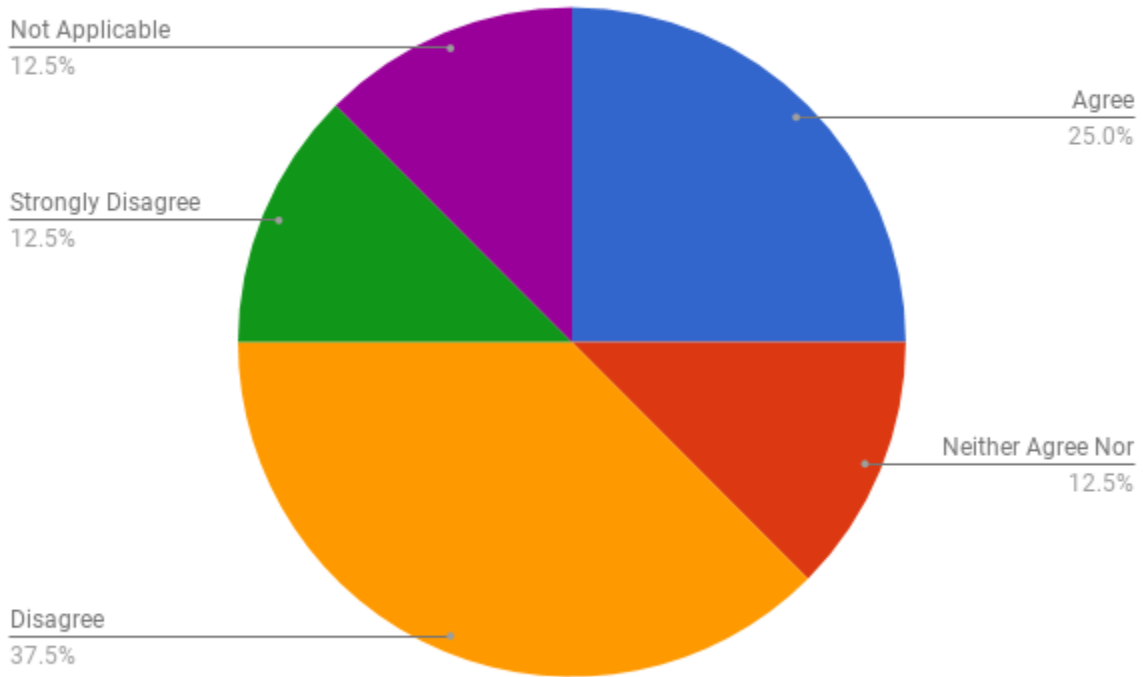


228. The president seeks meaningful staff input on those issues (such as budgeting) in which the staff has an appropriate interest but not primary responsibility.

Overall USM data:

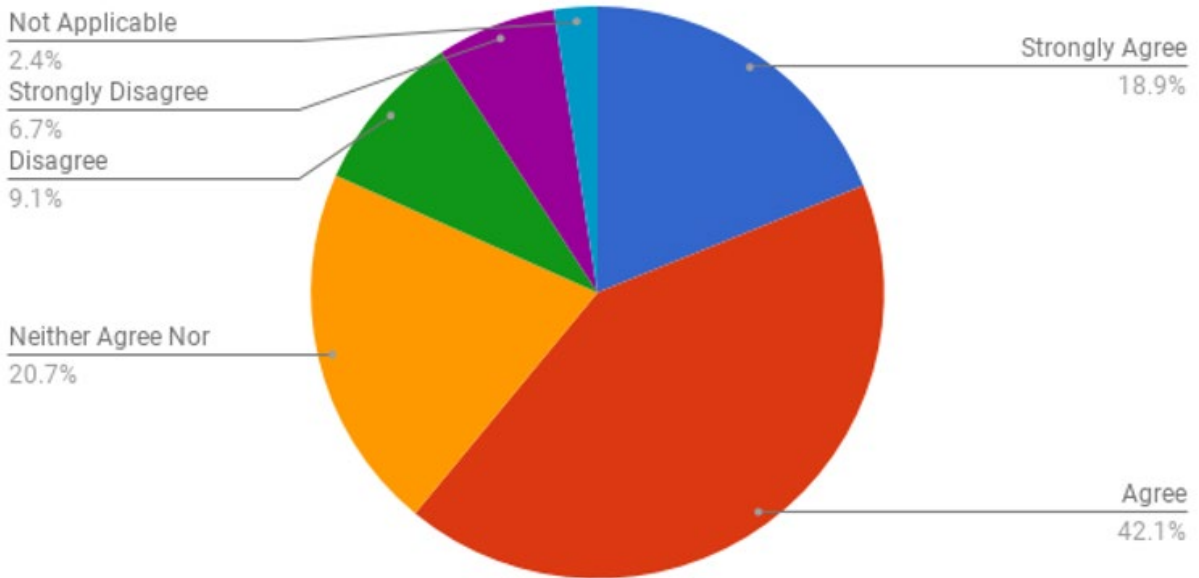


UMES Institutional Data:

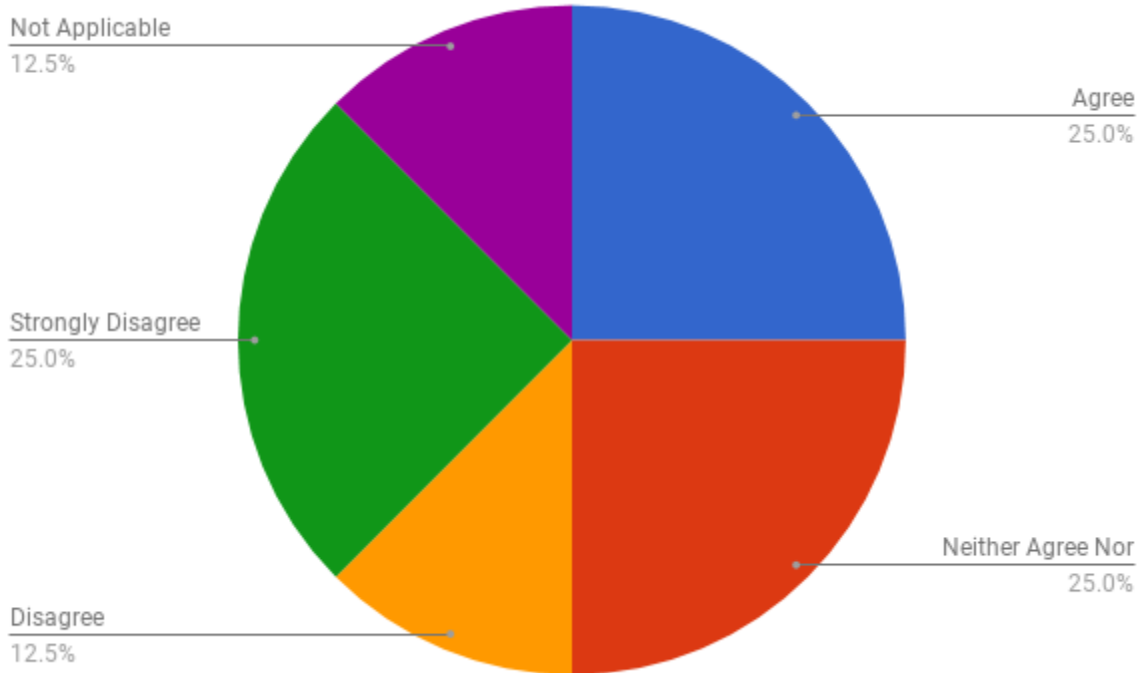


229. The president is transparent in communicating decisions, changes and recommendations.

Overall USM data:

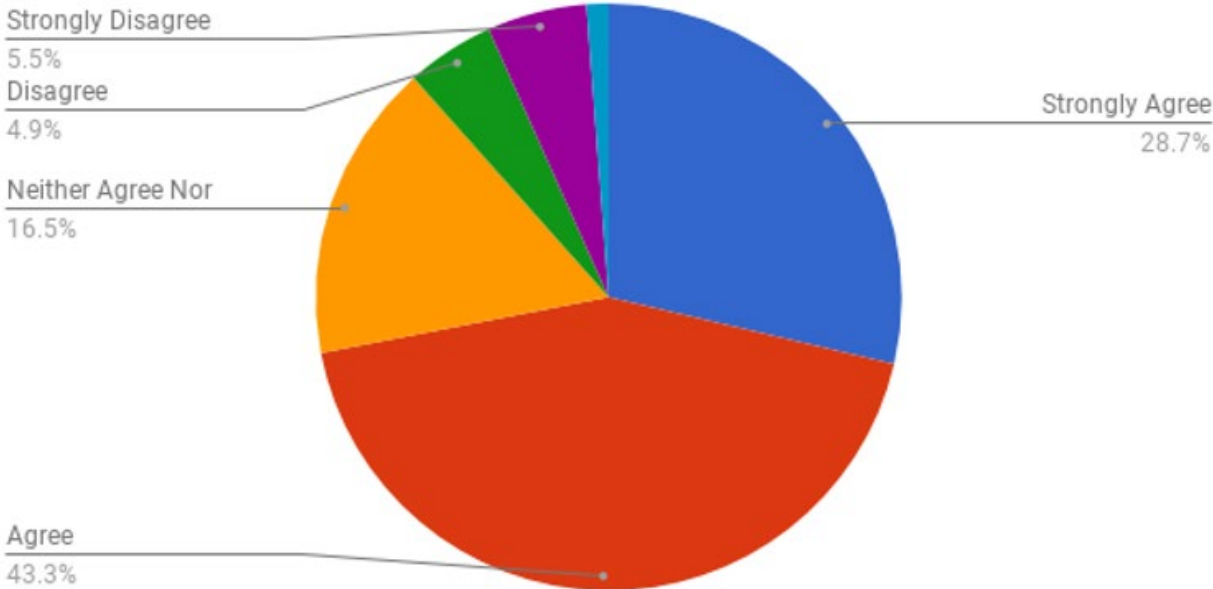


UMES Institutional Data:

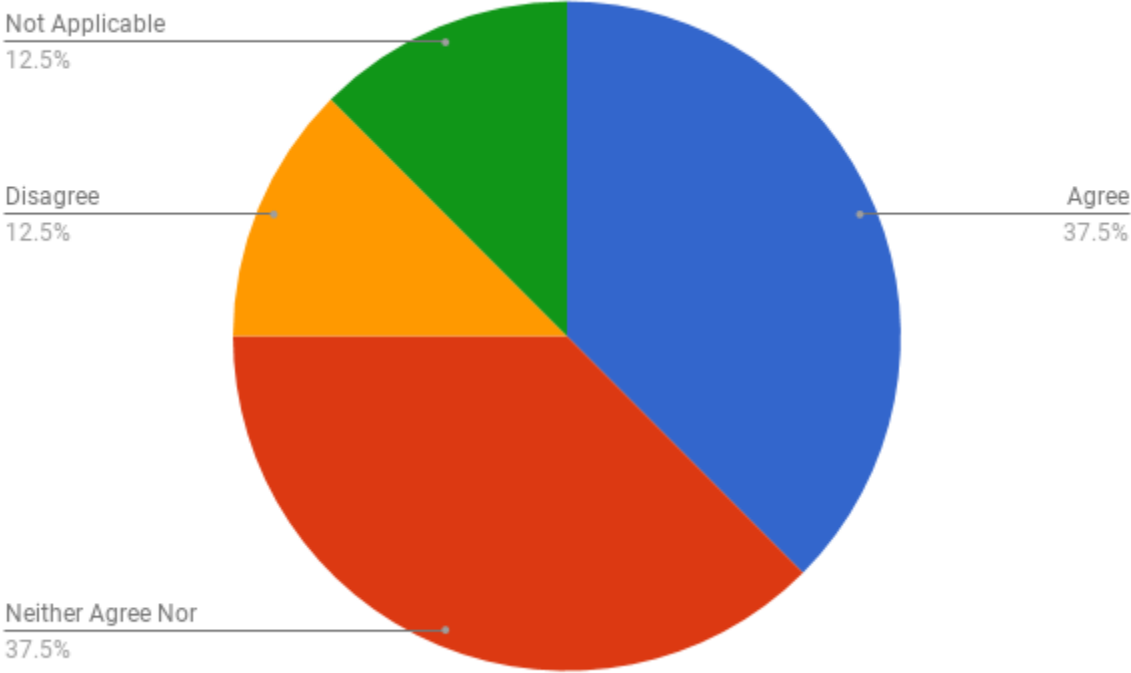


230. The president supports and advocates the principles of shared governance within colleges, divisions, and departments.

Overall USM data:

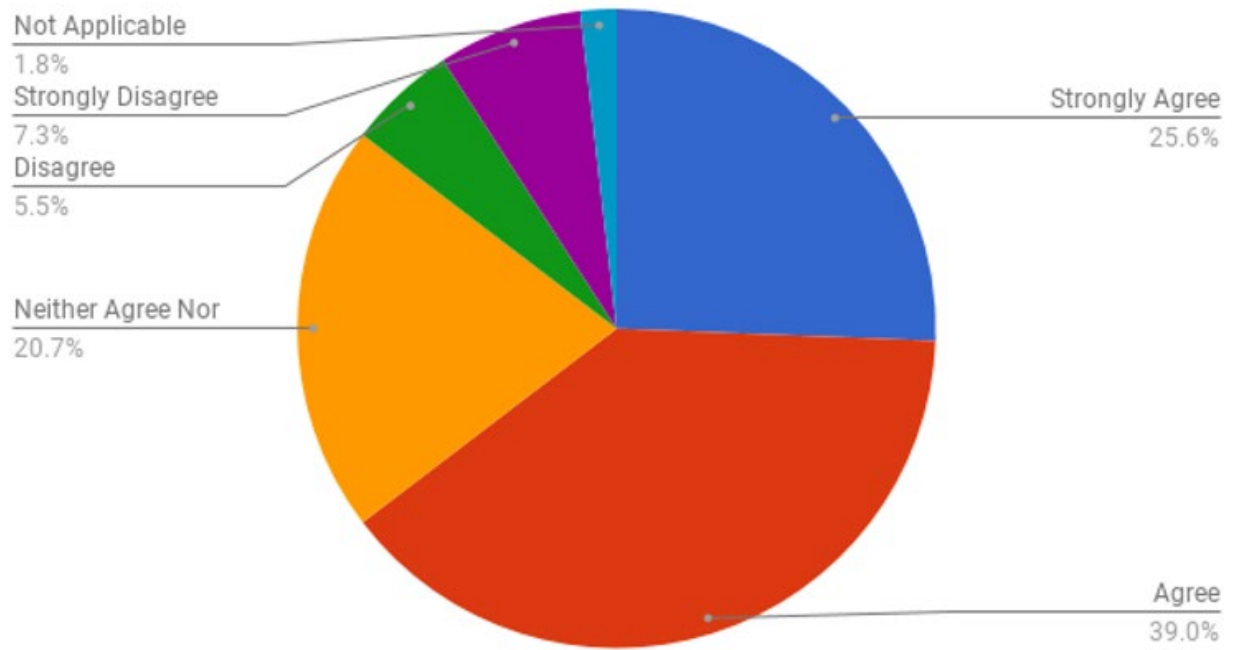


UMES Institutional Data:

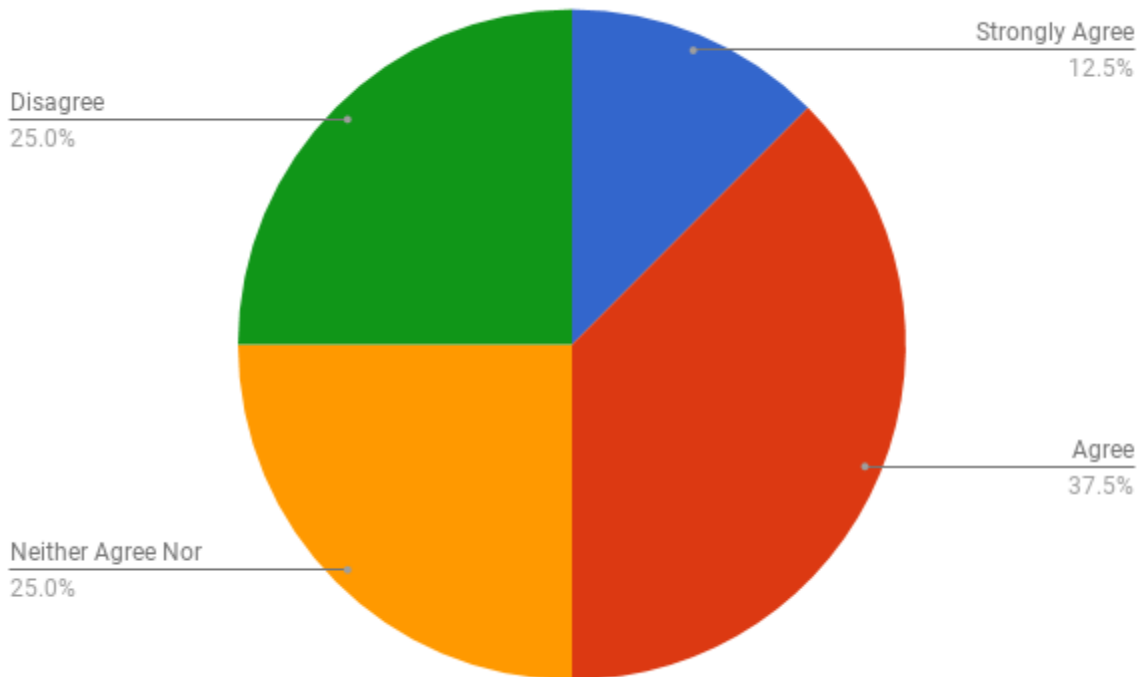


231. There is open communication with staff senate.

Overall USM data:



UMES Institutional Data:



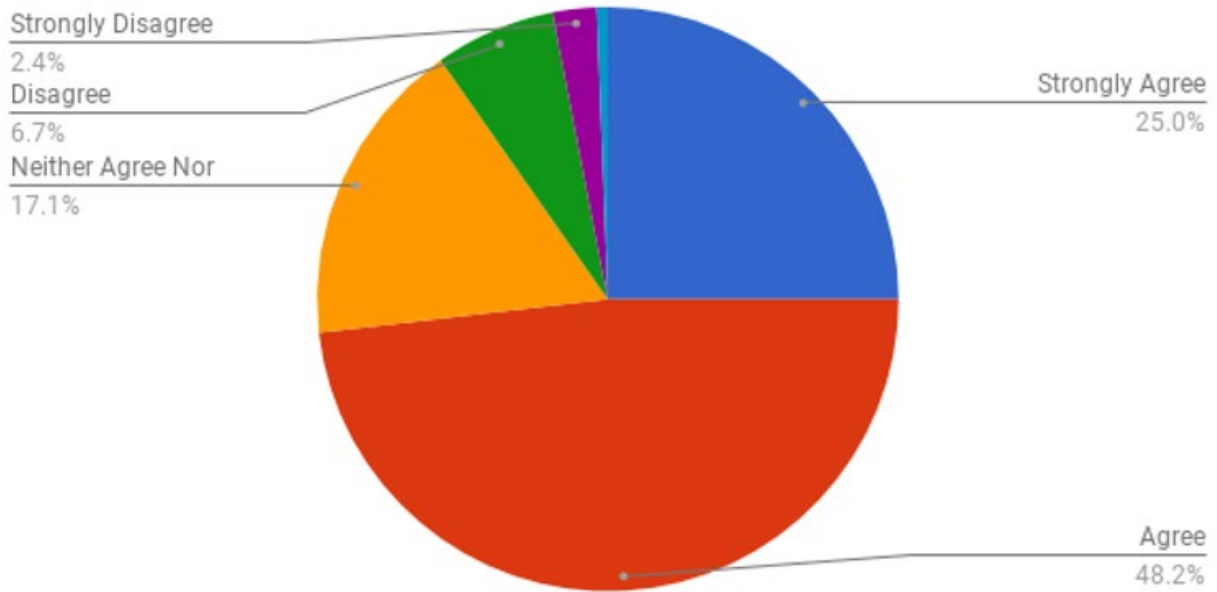
Survey comments on “The President’s Role”:

- **None.**

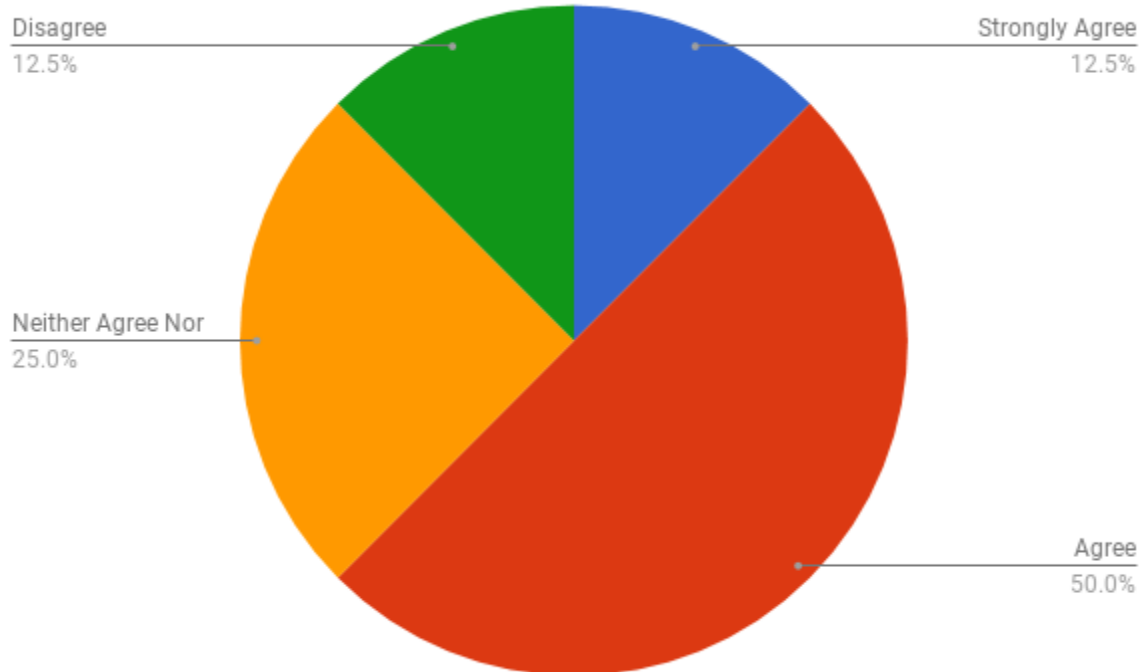
The Staff's Role

232. The administration is supportive of staff involvement in shared governance.

Overall USM data:

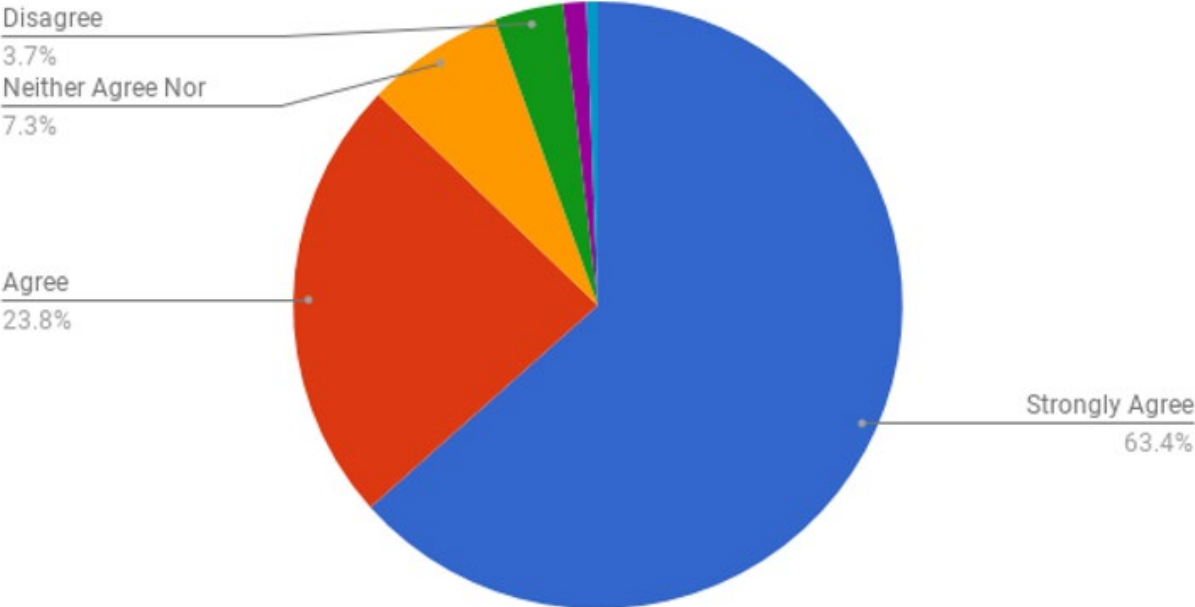


UMES Institutional Data:

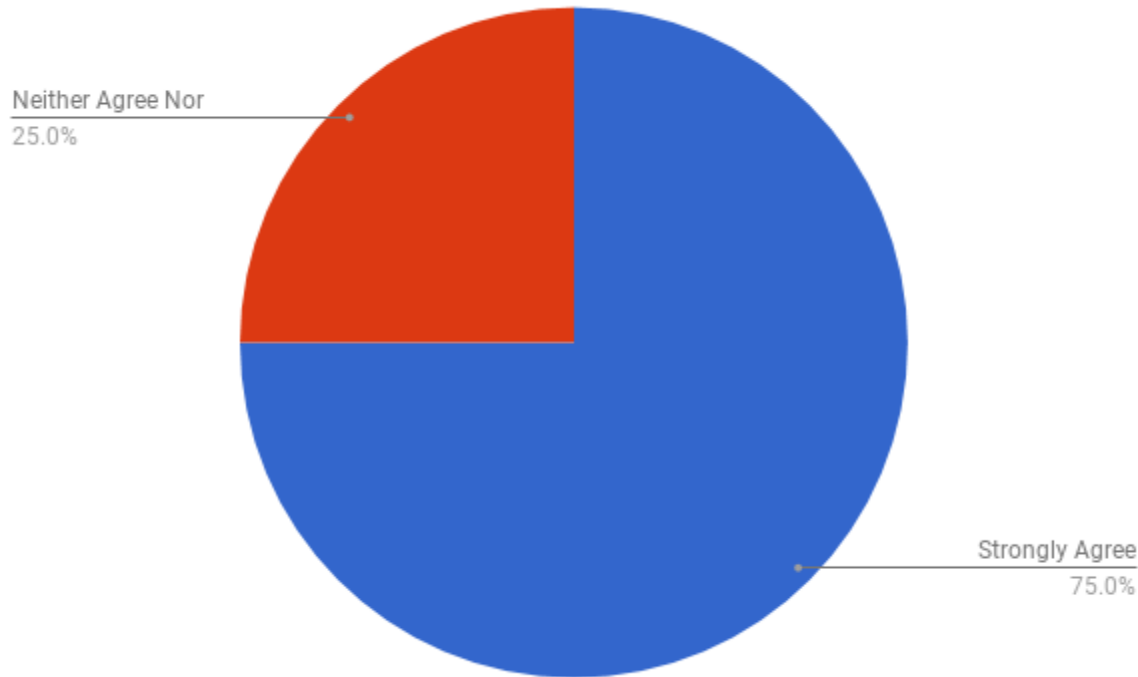


233. My immediate supervisor is supportive of my involvement in shared governance when I need to attend a related event or meeting during work hours.

Overall USM data:



UMES Institutional Data:



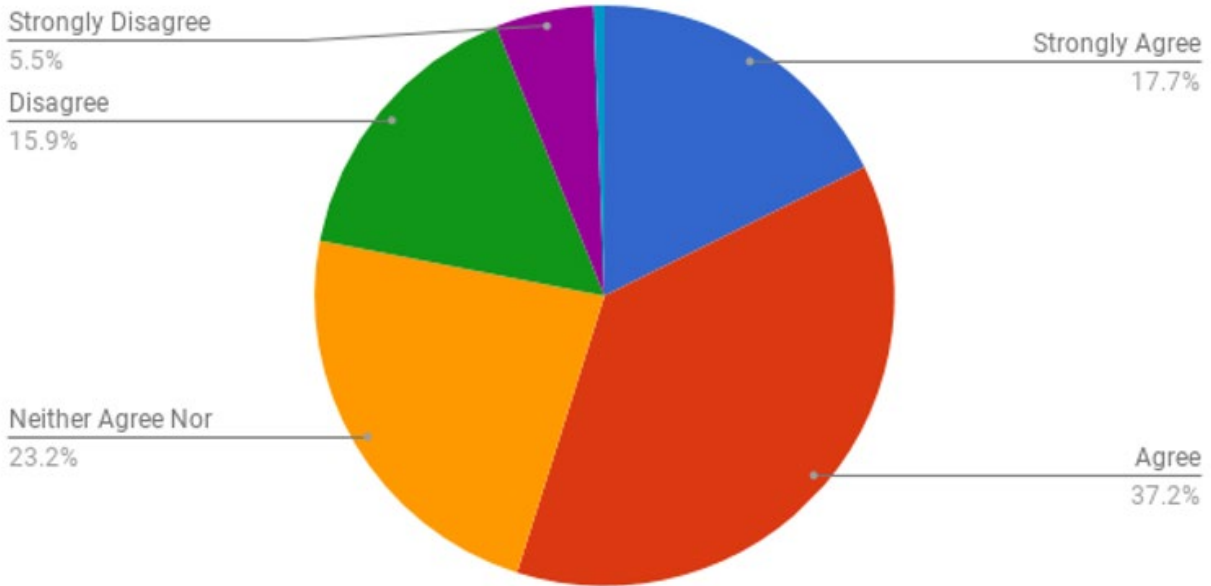
Survey comments on “The Staff’s Role”:

- None.

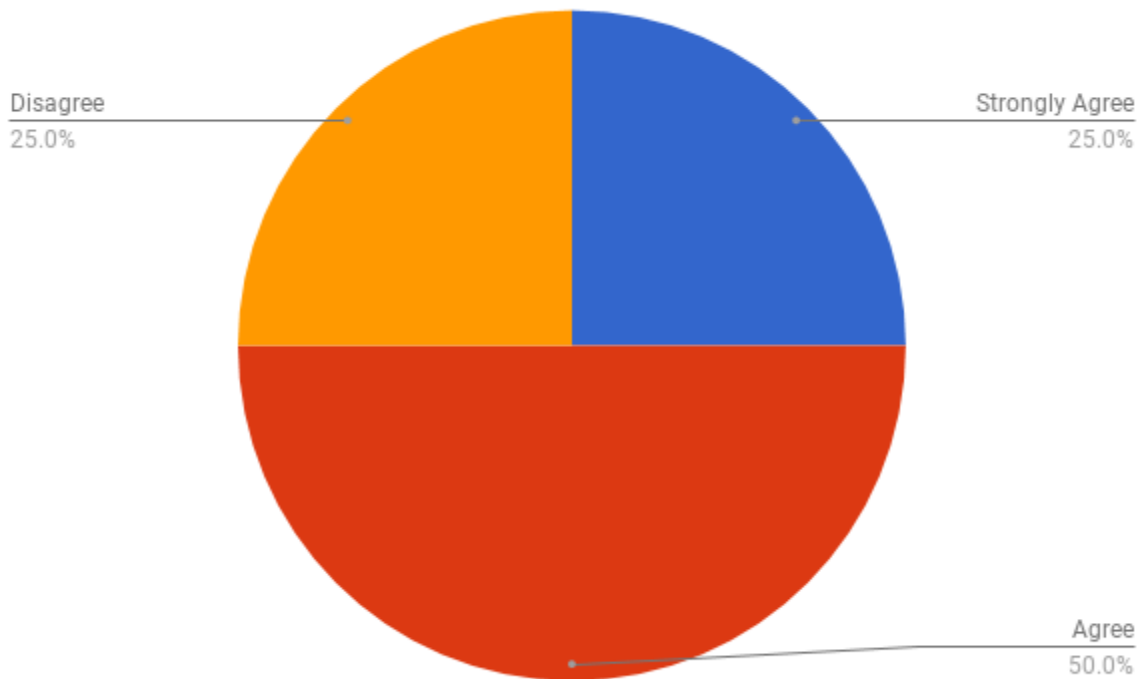
Joint Decision-Making

234. The administration utilizes staff involvement in the area of planning and strategic planning.

Overall USM data:

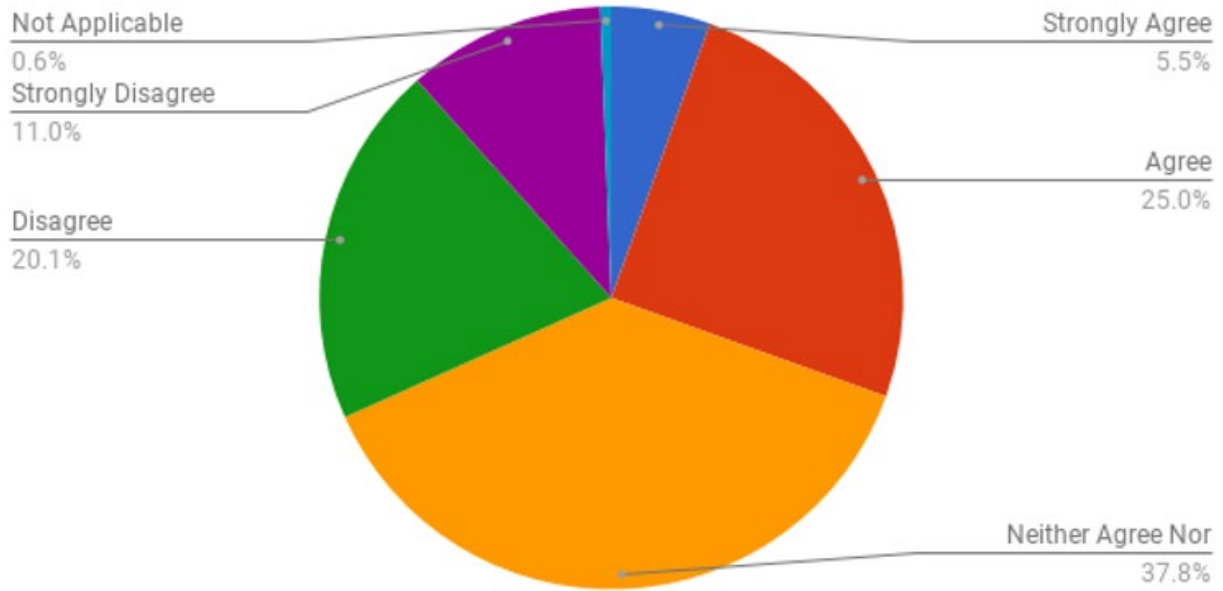


UMES Institutional Data:

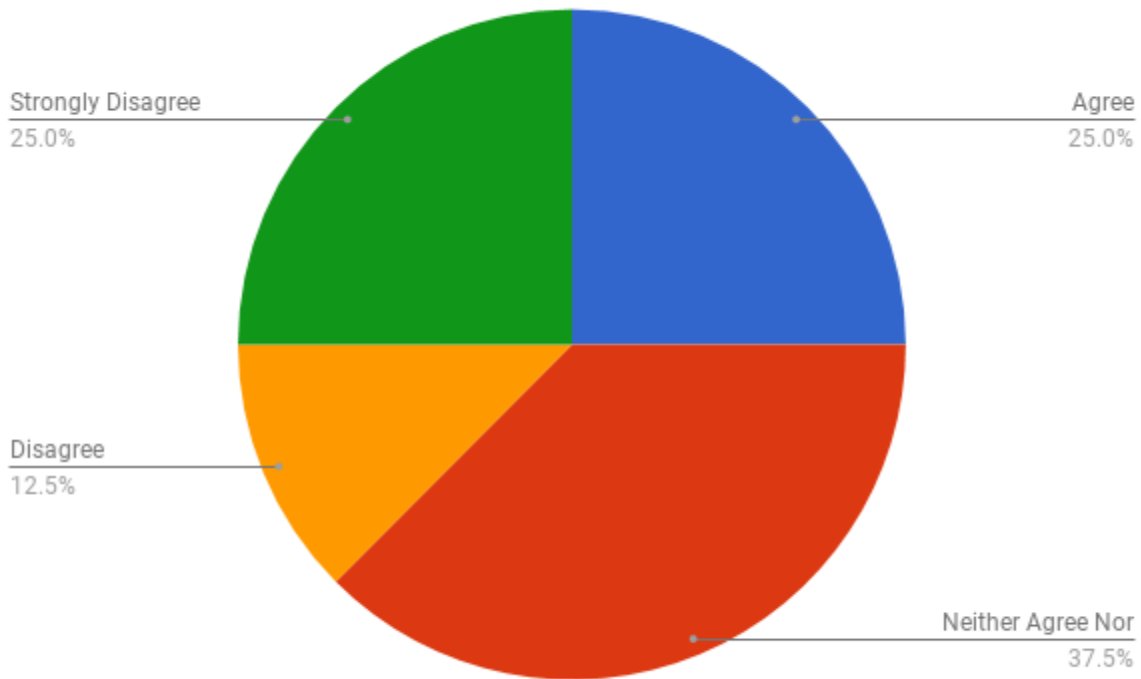


235. The administration recognizes staff involvement in budgeting and fiscal resource planning.

Overall USM data:

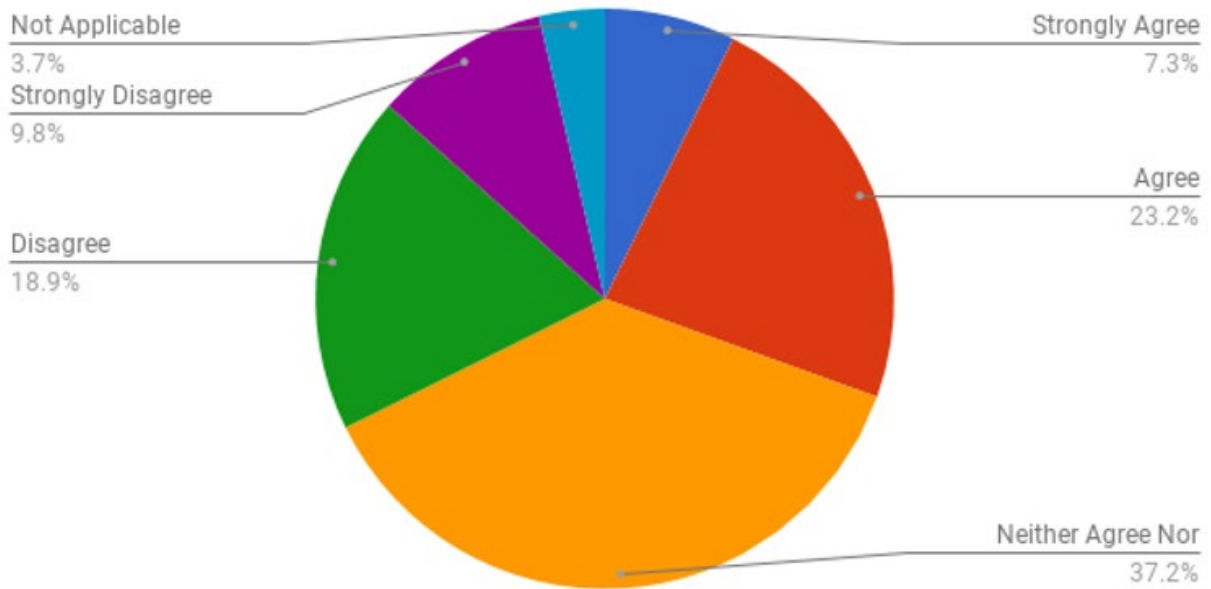


UMES Institutional Data:

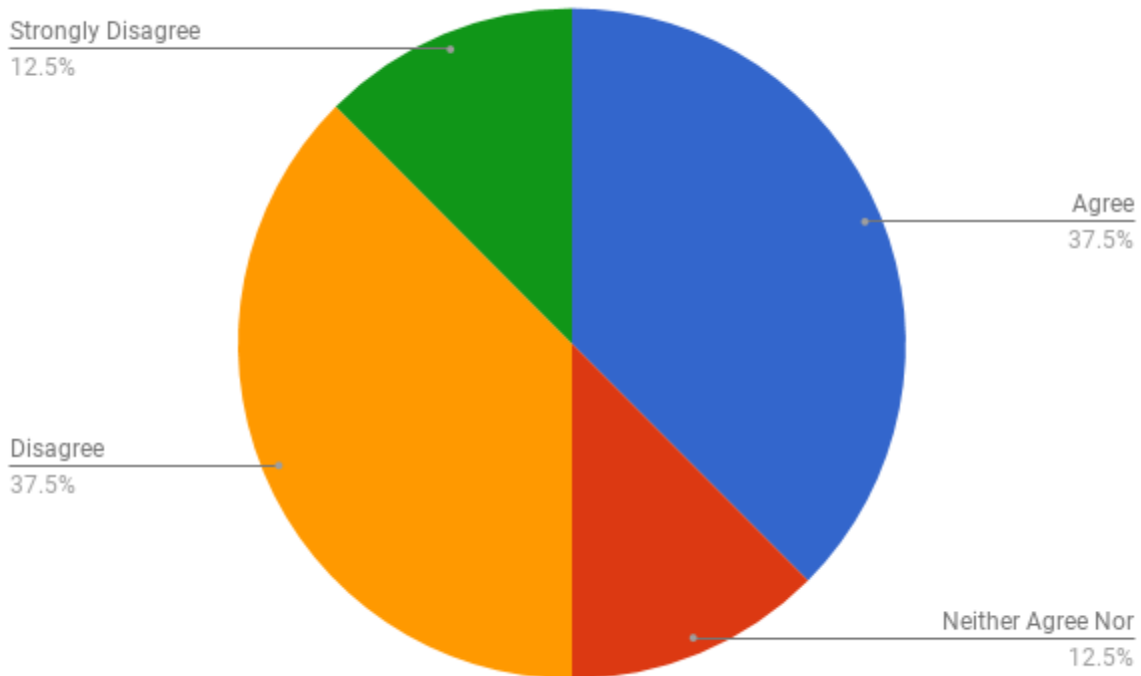


236. The administration recognizes staff involvement in academic affairs and program development.

Overall USM data:

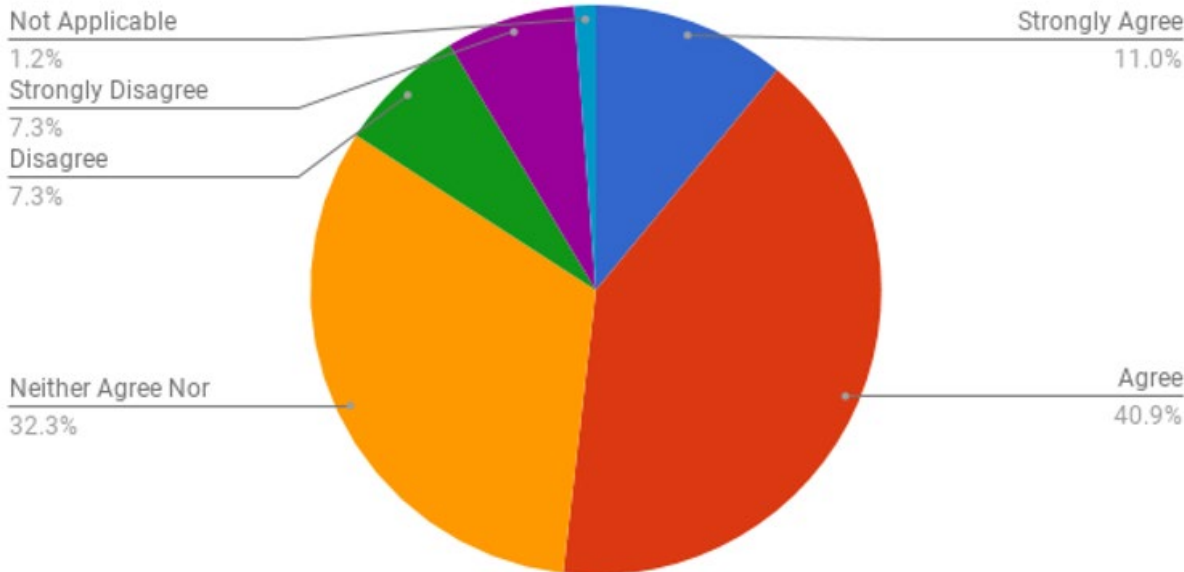


UMES Institutional Data:

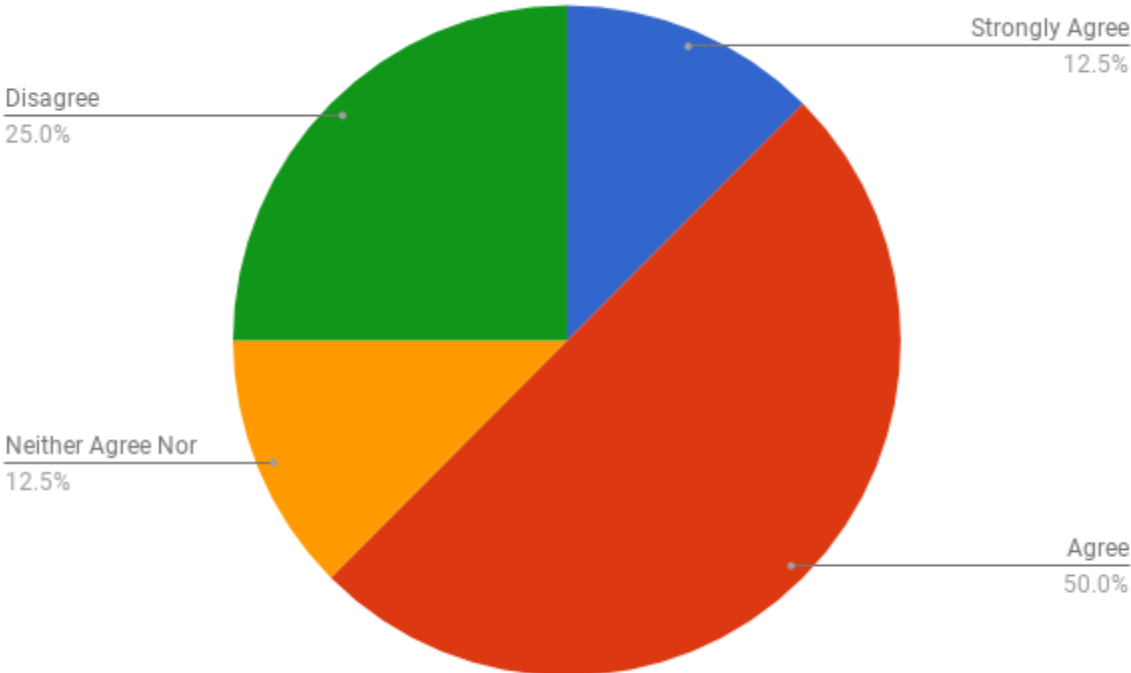


237. The administration supports staff involvement in staff selection and hiring.

Overall USM data:

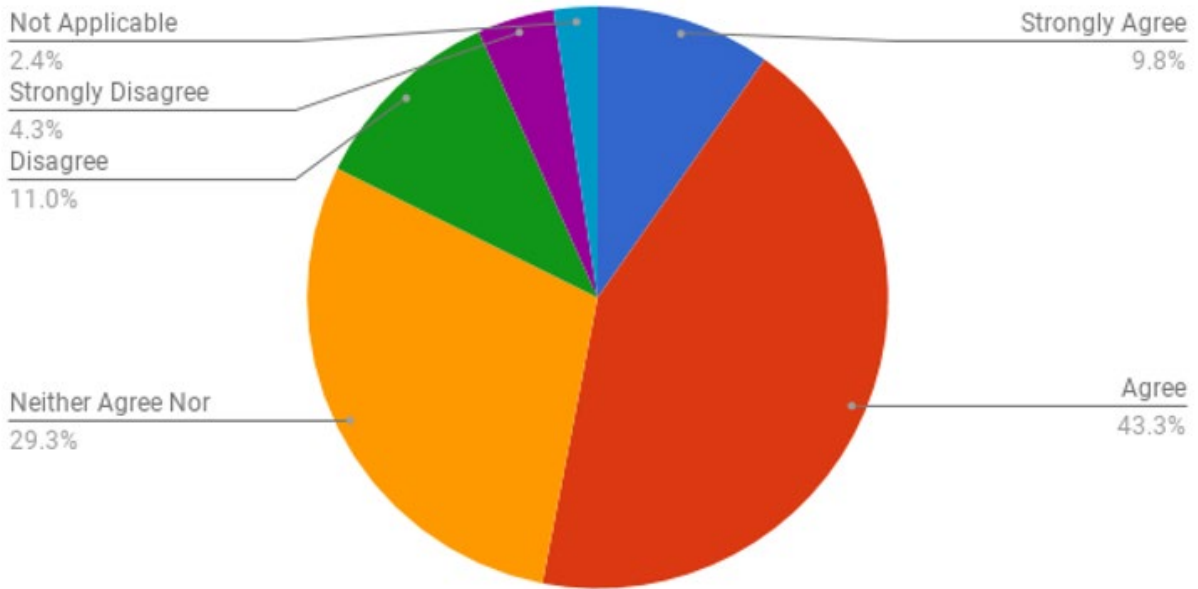


UMES Institutional Data:

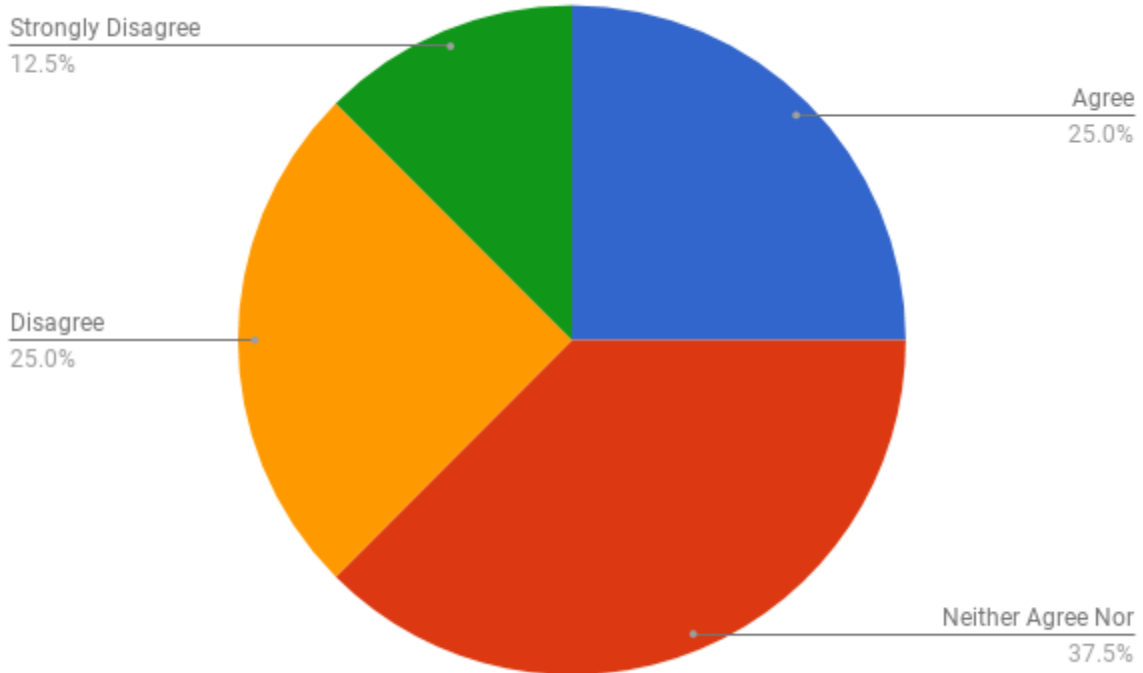


238. Structures and processes that allow for shared governance are clearly defined in the governance documents (e.g. staff handbook).

Overall USM data:



UMES Institutional Data:



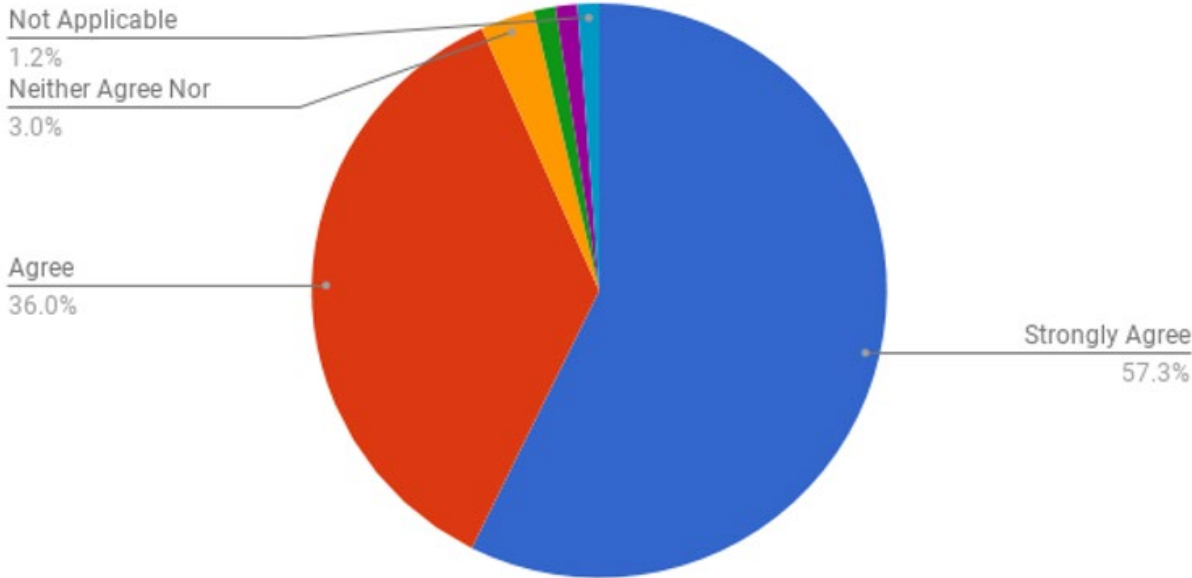
Survey comments on “Joint Decision Making”:

- There's a staff handbook? The faculty handbook hasn't been updated in nearly a decade. Is it even accurate?
- It seems like any staff who are asked to sit on committees are always from the same departments. It does not seem like the skill sets of all staff are considered and those best to serve on committees asked to serve. It seems like it is who administration/faculty knows and only includes on committees to satisfy the requirement to have staff involved.

Structural Arrangements for Shared Governance

239. The staff senate and/or other institution-wide governance bodies meet on a regular basis.

Overall USM data:

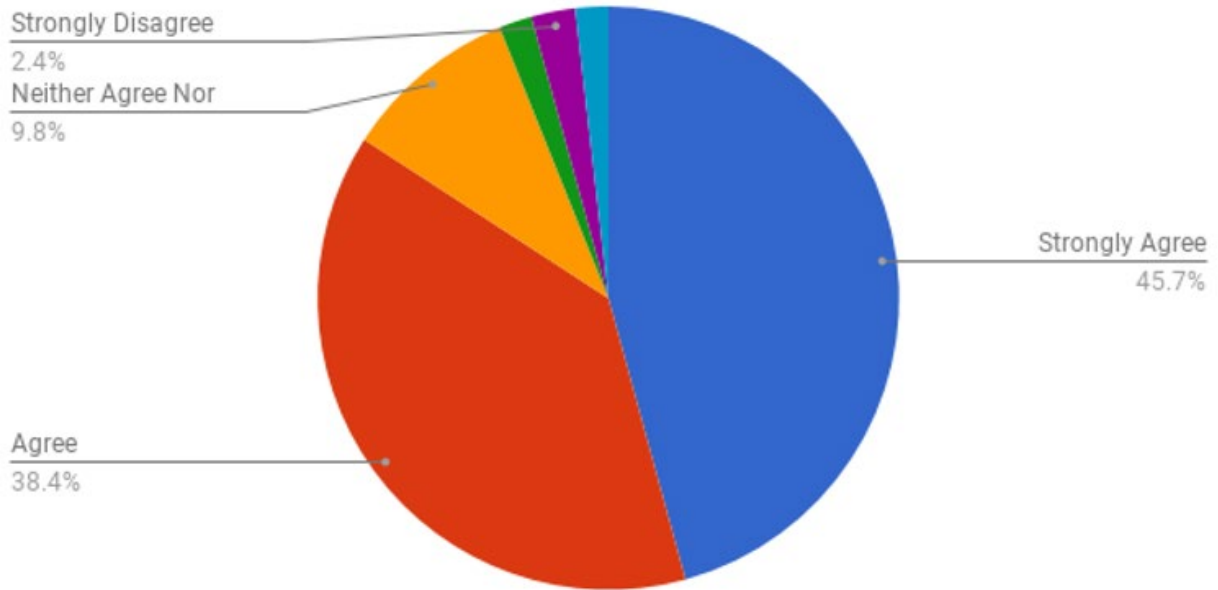


UMES Institutional Data:

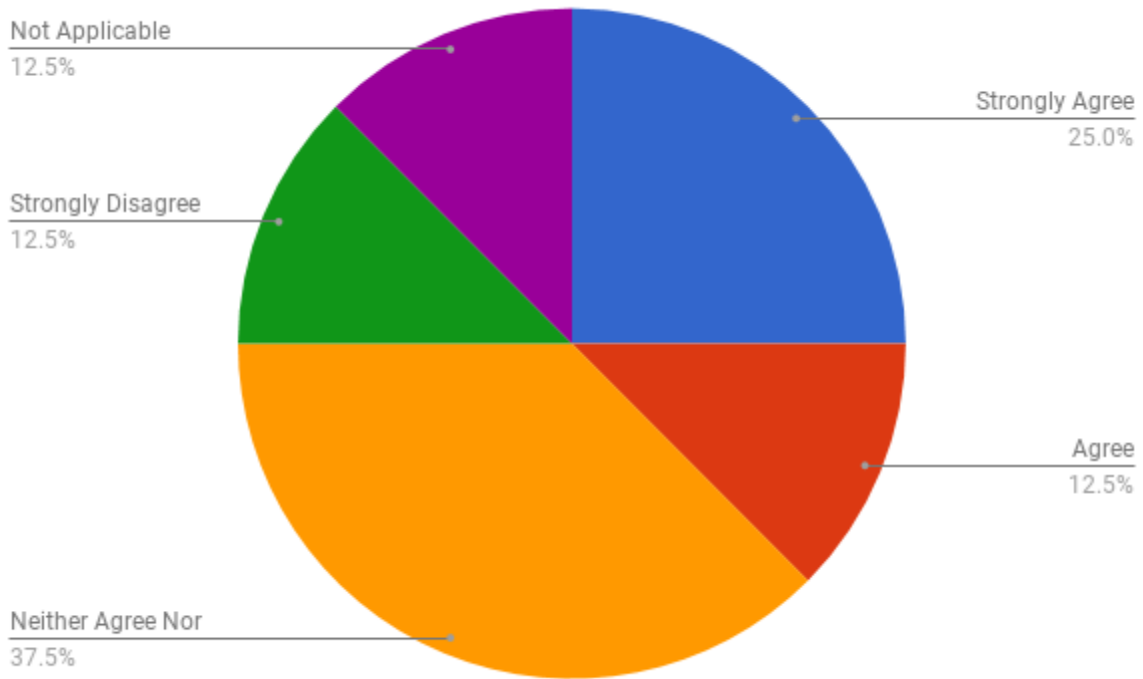


240. Staff determine how their own representatives are selected.

Overall USM data:

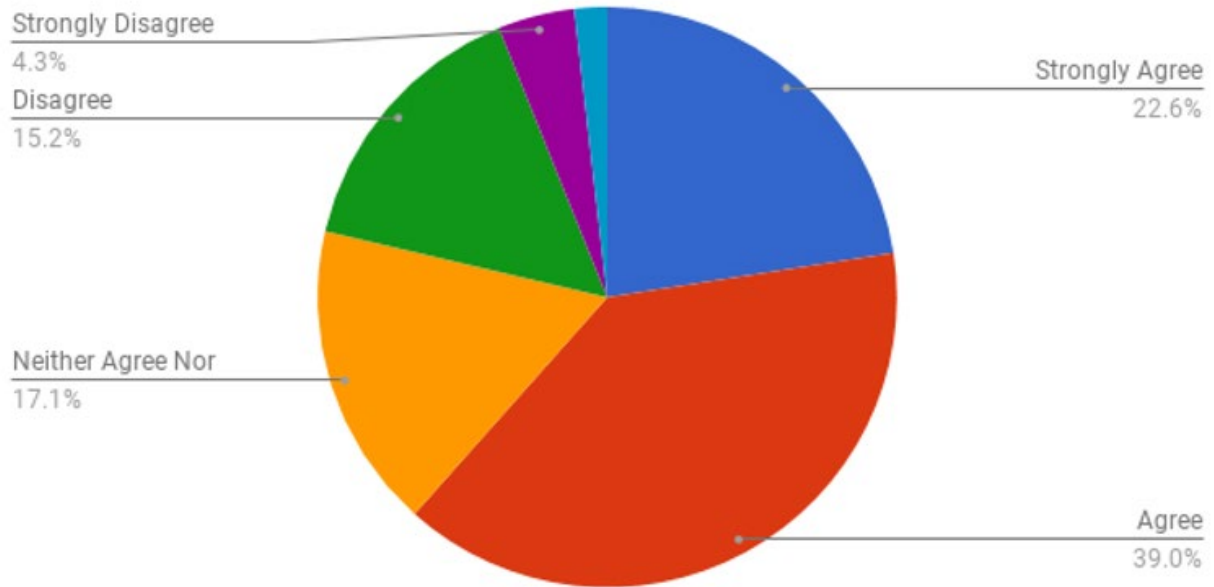


UMES Institutional Data:

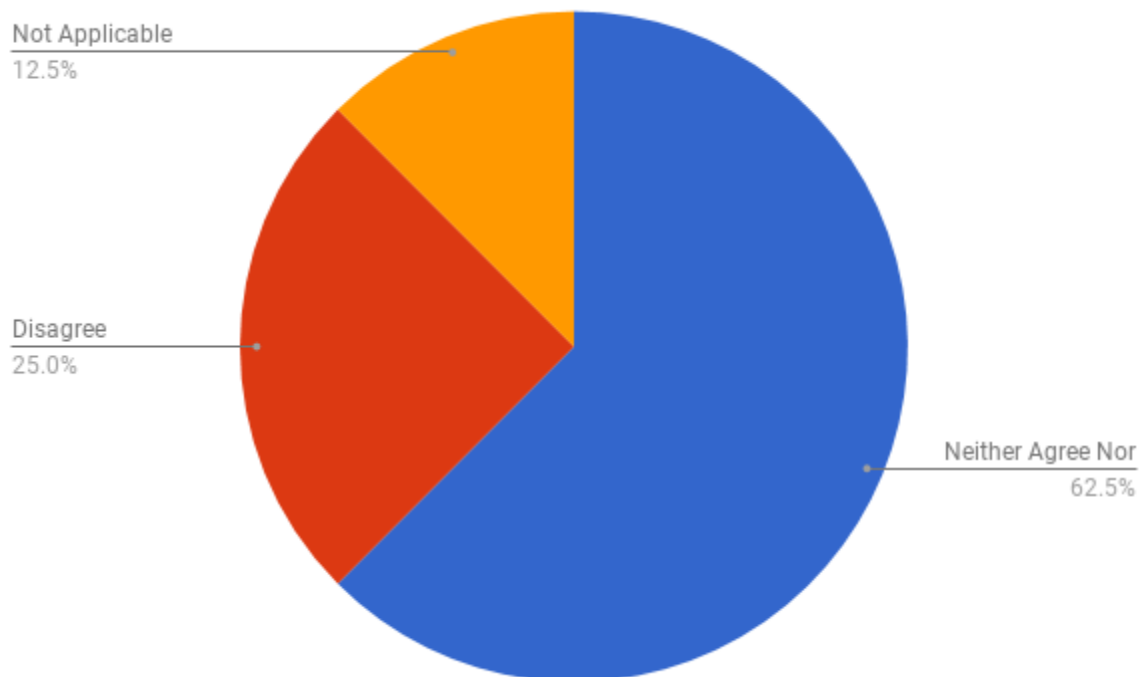


241. The administration provides adequate institutional support for shared governance to function (budget, liaison, etc.).

Overall USM data:



UMES Institutional Data:



Survey comments on “Structural Arrangements for Shared Governance”:

- Not sure I know these answers.
- I am not aware of any staff representatives on the Senate other than the person/people who hold office. Mostly it seems like the Senate is only for faculty. Even though the meeting announcement goes to everyone on campus, I was made aware only recently that staff were permitted to attend the Senate meetings.

Other

242. Is there anything else you wish to communicate regarding shared governance on your campus? (Open-ended question)

- It is virtually non-existent.
- I am not sure of some answers due to my being new at UMES
- I think our CUSS rep should update us monthly and I don't see that happening.
- Morale is low so staff participation in the Senate is very low.

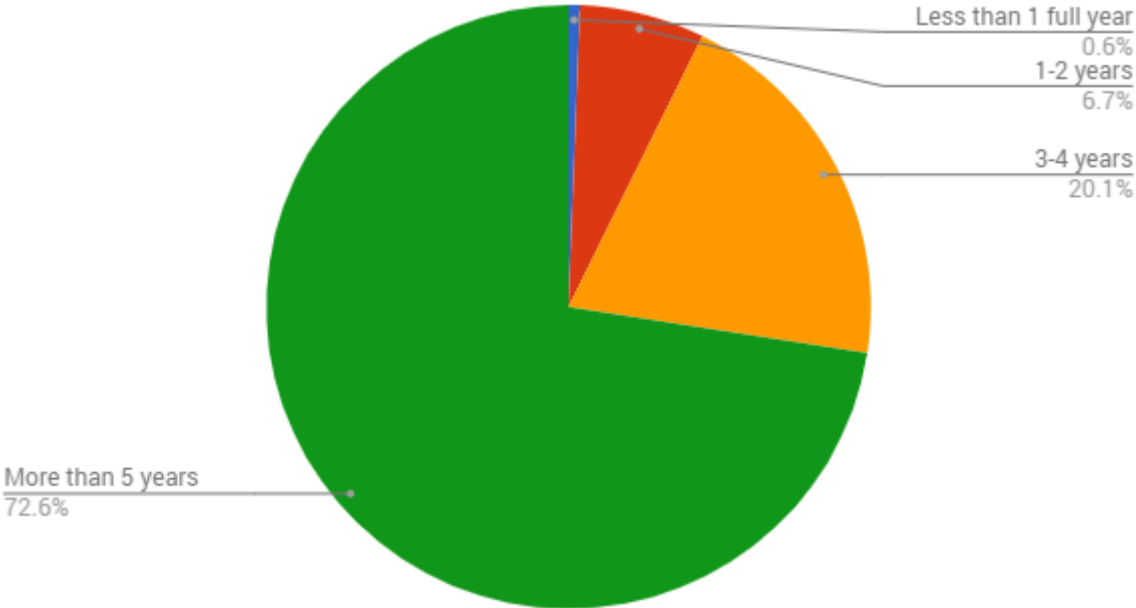
CUSS Shared Governance Survey 2017-2018

University of Maryland University College (UMUC) Report

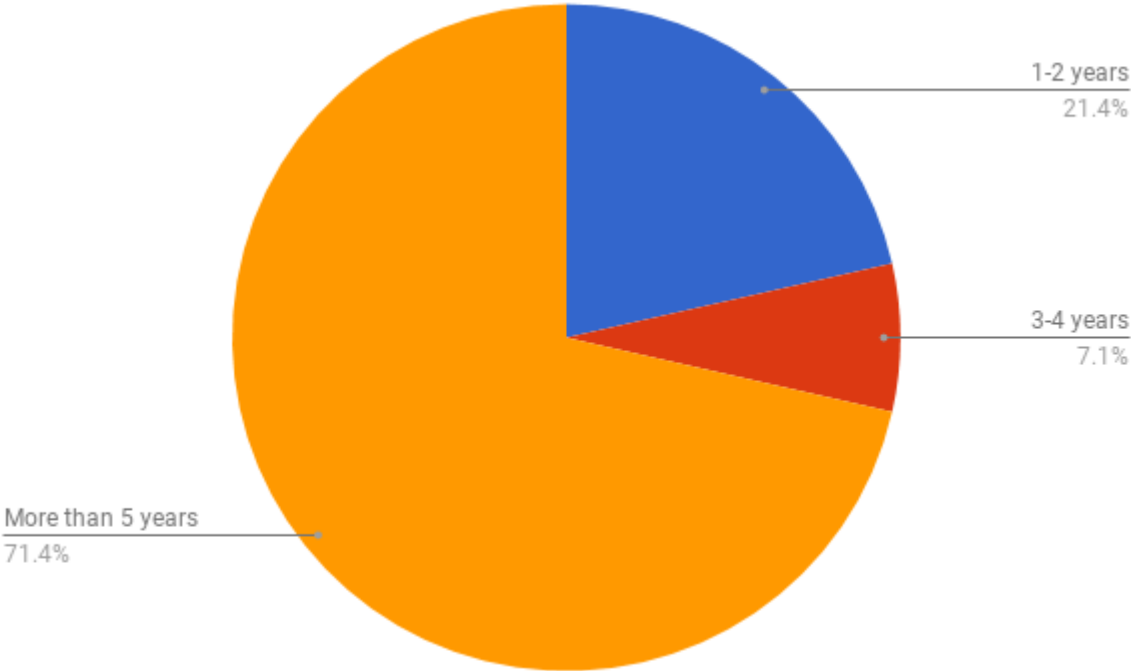
Total Participants: 13

Length of service at institution

Overall USM data:

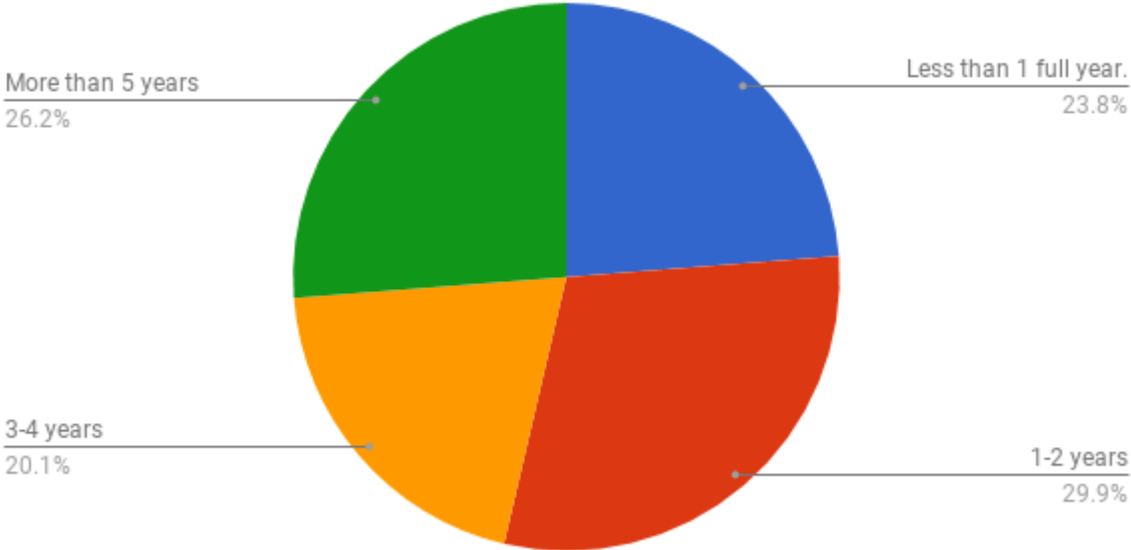


UMUC Institutional Data:

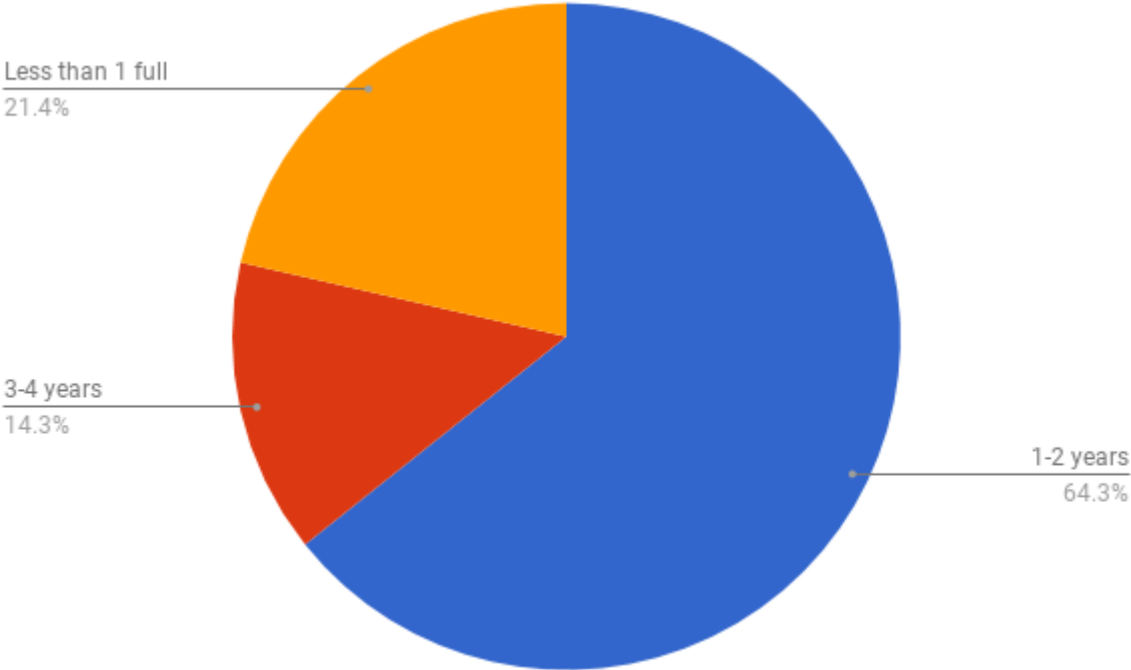


Length of involvement in staff Shared Governance

Overall USM data:



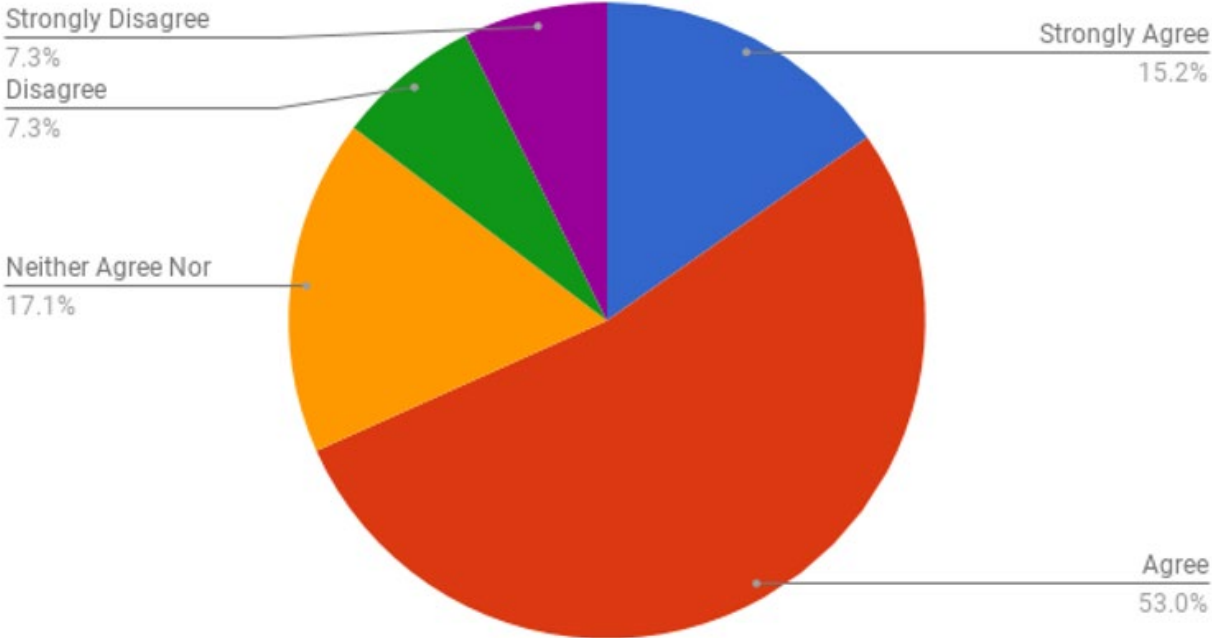
UMUC Institutional Data:



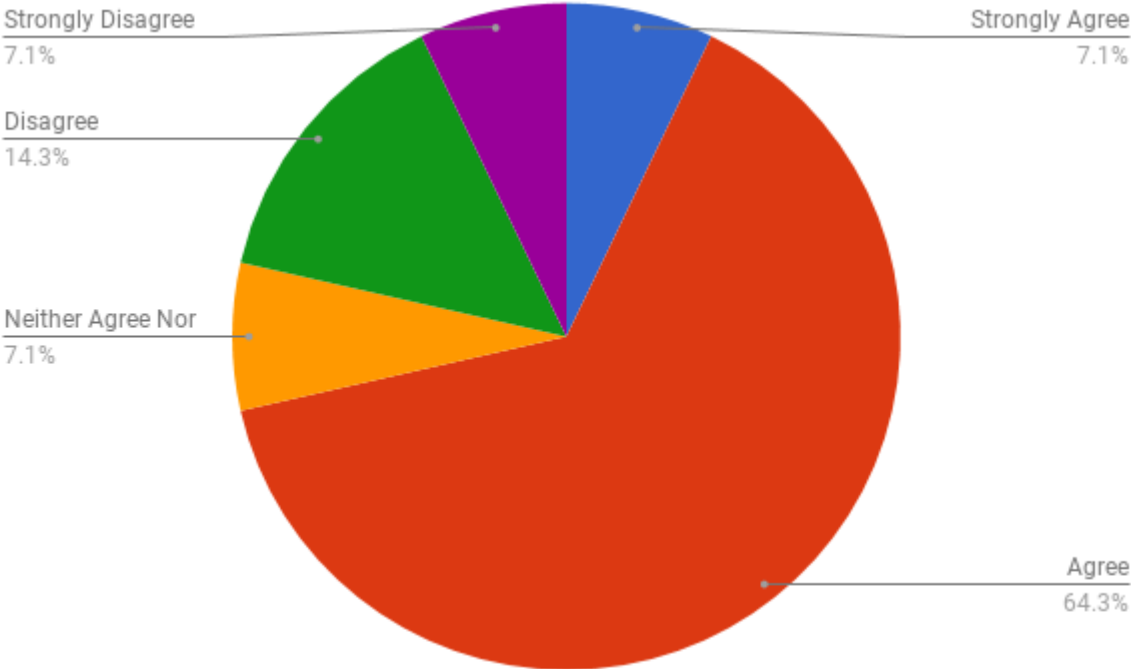
Climate for Governance

243. Shared governance on our campus is alive and healthy.

Overall USM data:



UMUC Institutional Data:



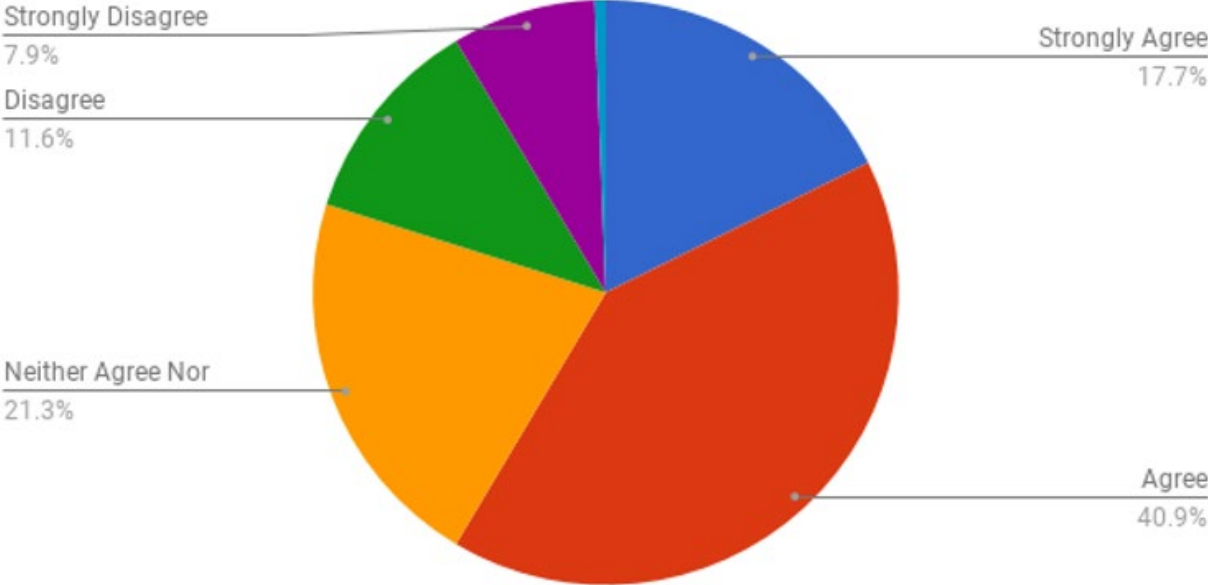
Survey comments on “Climate for Governance”:

- We meet regularly but I'm not sure how much influence we actually have.
- Personally I feel that our campus' upper management should commit more than just feedback
- Sometimes it takes an extended time to have certain meeting (based on senior management's schedule) in order to move forward with processes or suggested changes.
- While our most recent election brought new members into our shared governance committee, there are apparently still people at my institution who are not aware of the existence of the shared governance group or what we do.
- I believe there is always room for improvement and better collaboration
- I agree that a system of shared governance is in place. However that system is not always used to it's full ability.
- Although S.G. is alive, and I personally feel we have gotten our presence known across the university, I feel there is much more we could do and that the University could do to aid in this.
- Shared governance seems to be at best an after-thought. The councils have very little influence or voice, and as a result are pretty moribund.

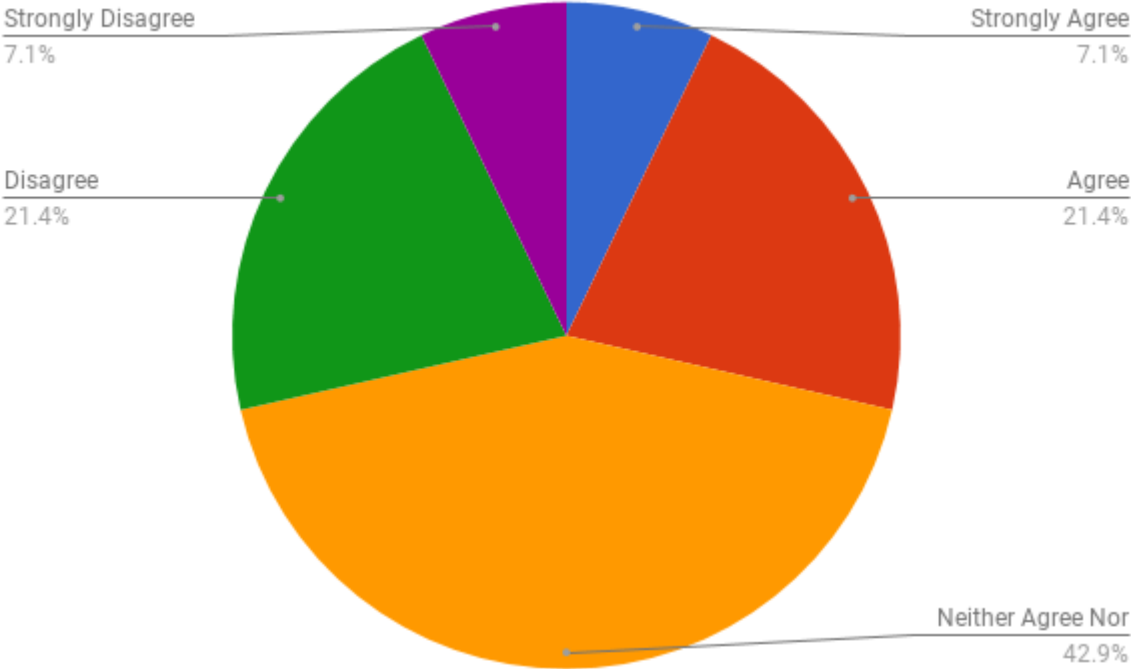
Institutional Communications

244. There is excellent communication and consultation between the administration and the staff and senate leaderships.

Overall USM data:

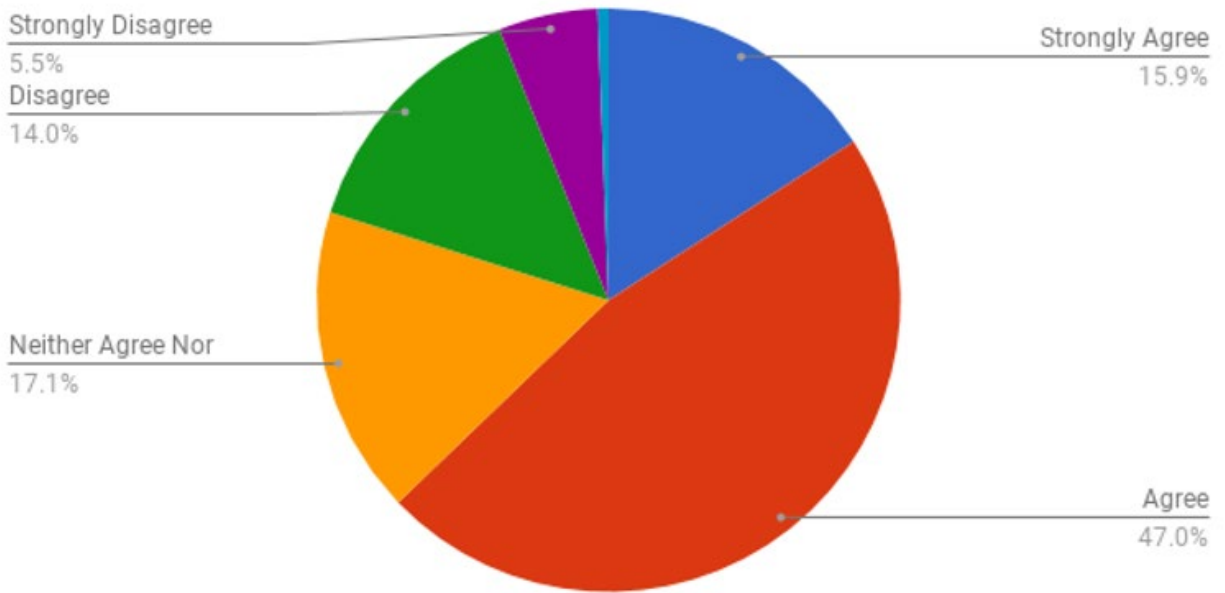


UMUC Institutional Data:

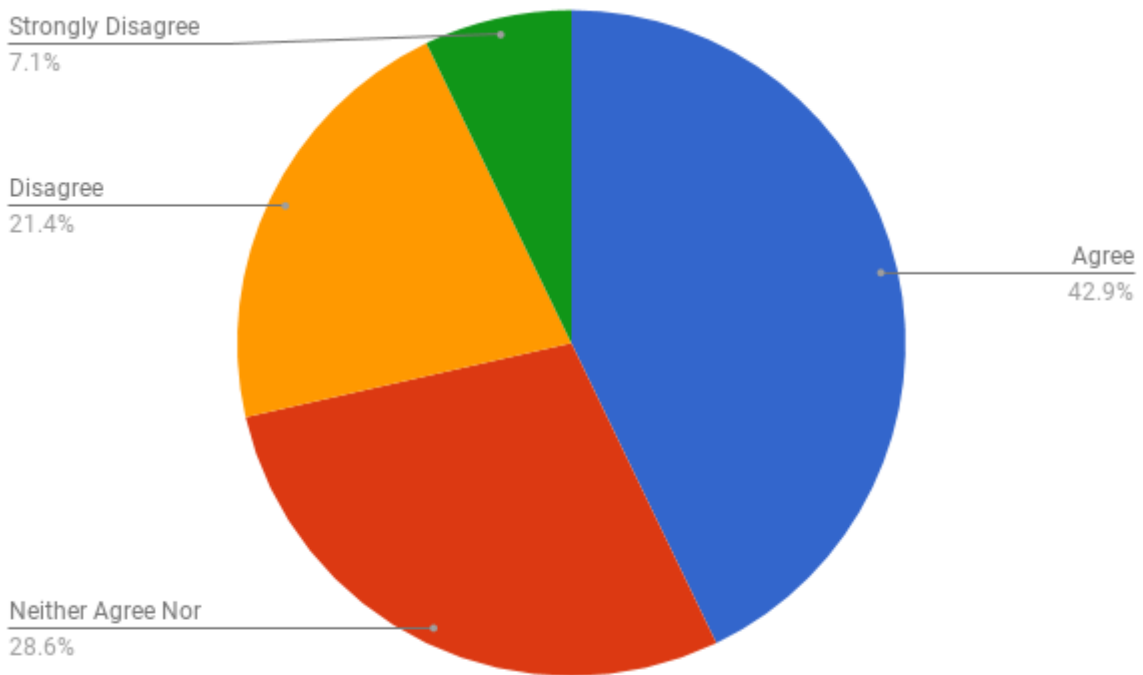


245. Staff can openly communicate governance issues with cabinet/upper management.

Overall USM data:

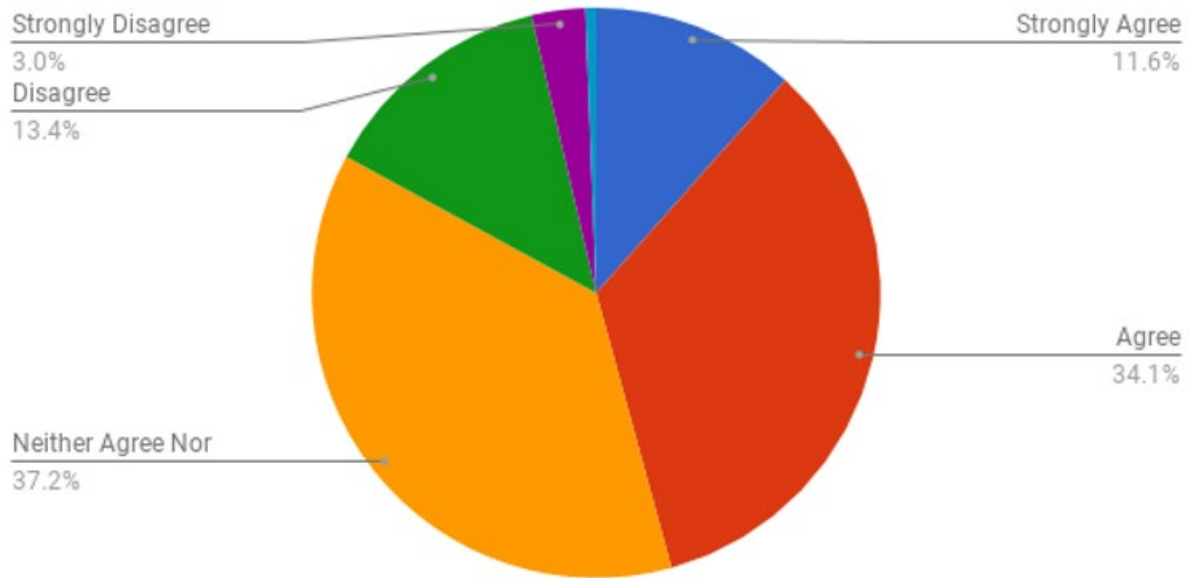


UMUC Institutional Data:

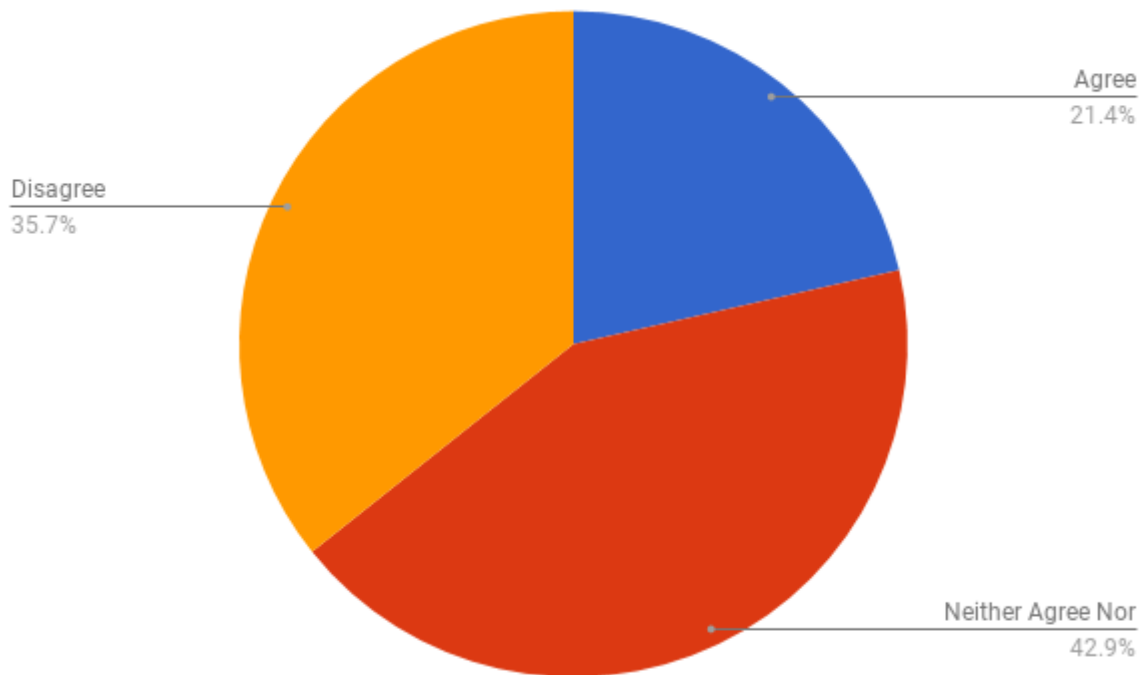


246. Feedback is presented in a timely manner, be it positive or negative.

Overall USM data:



UMUC Institutional Data:



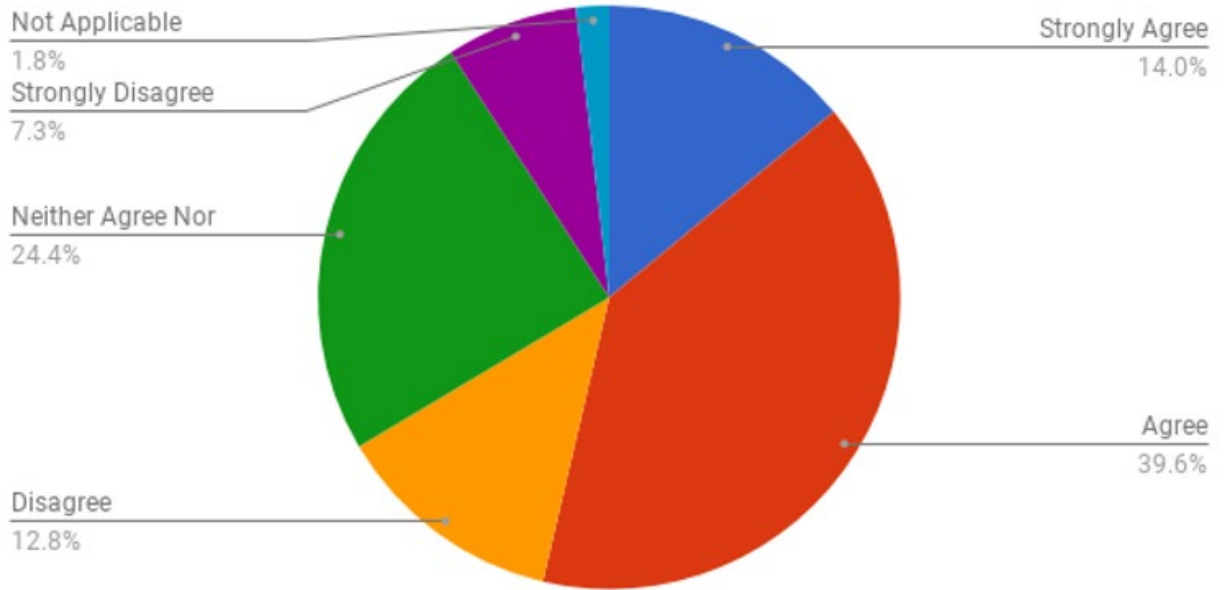
Survey comments on “Institutional Communication”:

- It seems to take a long time to get a response from the Administration.
- Although we are in the transition phase with our HR head, we have not been able to meet with the acting person in this role and waiting on the new person that will lead the team does not allow for progress in the meantime.
- I believe effective communication to be the biggest challenge in a university this large and displaced. It’s not a matter of not being able to communicate but trying to determine the best way to communicate.
- With the hiring of a new VP of HR underway, my feeling is we have not had a strong ally to support us in our efforts. I’m unsure if our ideas even manage to make it to the President, or if they are settled and killed earlier.
- There is confusion as to how the councils work, who they report to, etc.

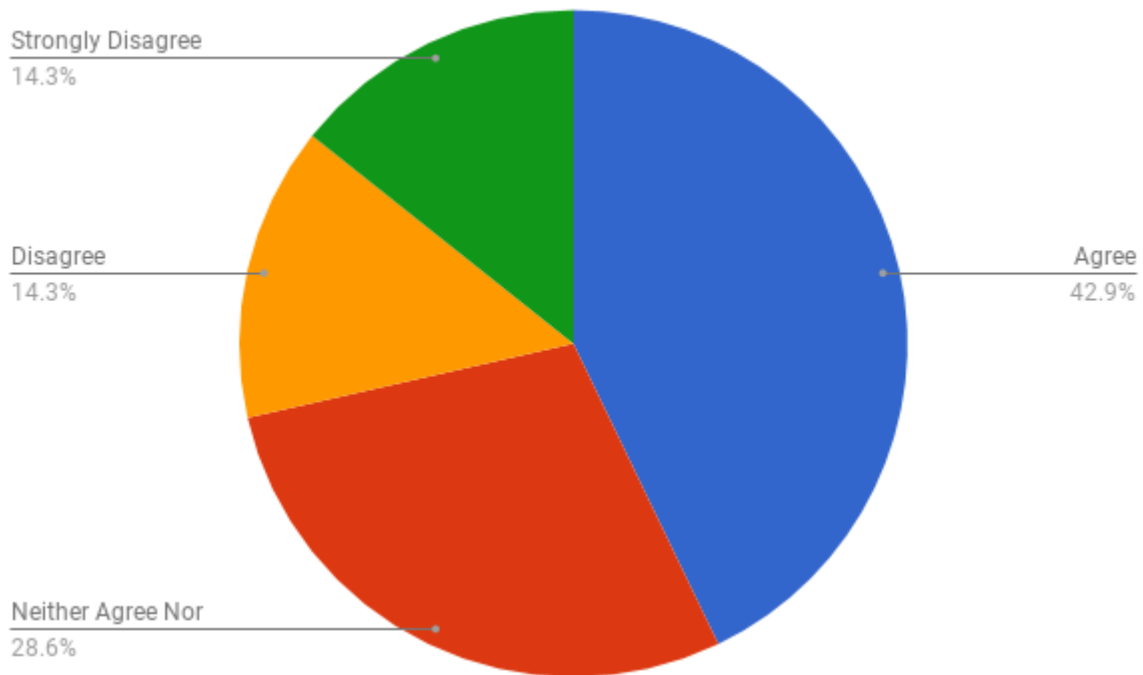
Senate's Role

247. The staff senate plays an important role in providing academic and administrative functions at the university.

Overall USM data:

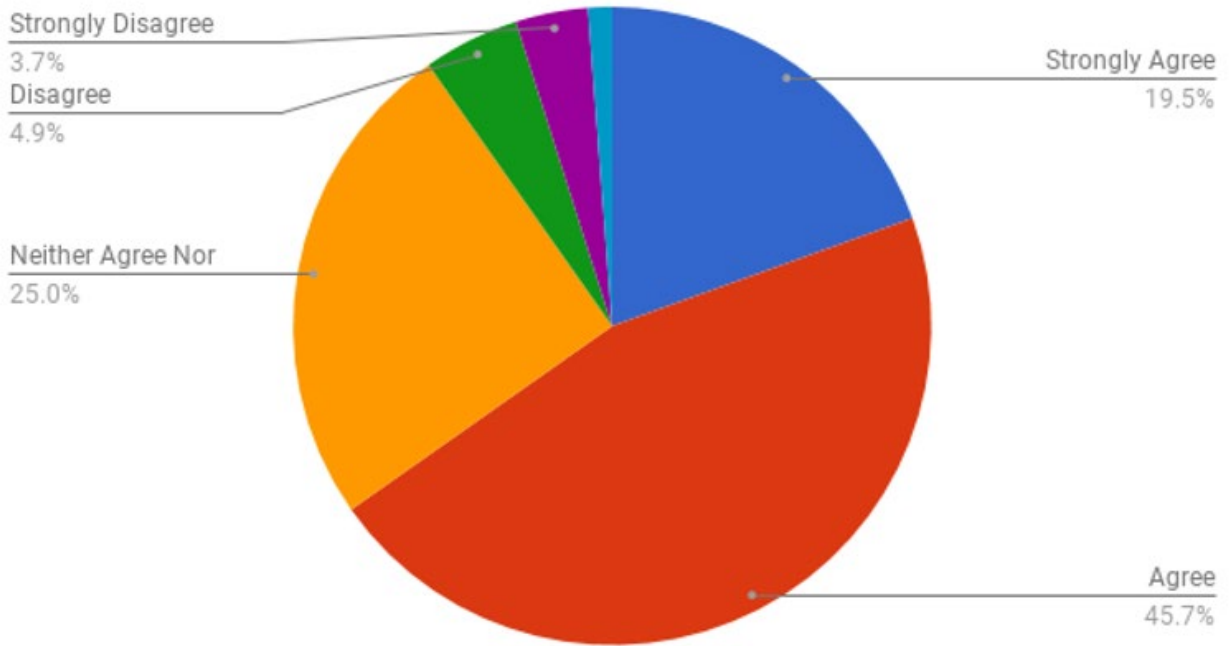


UMUC Institutional Data:

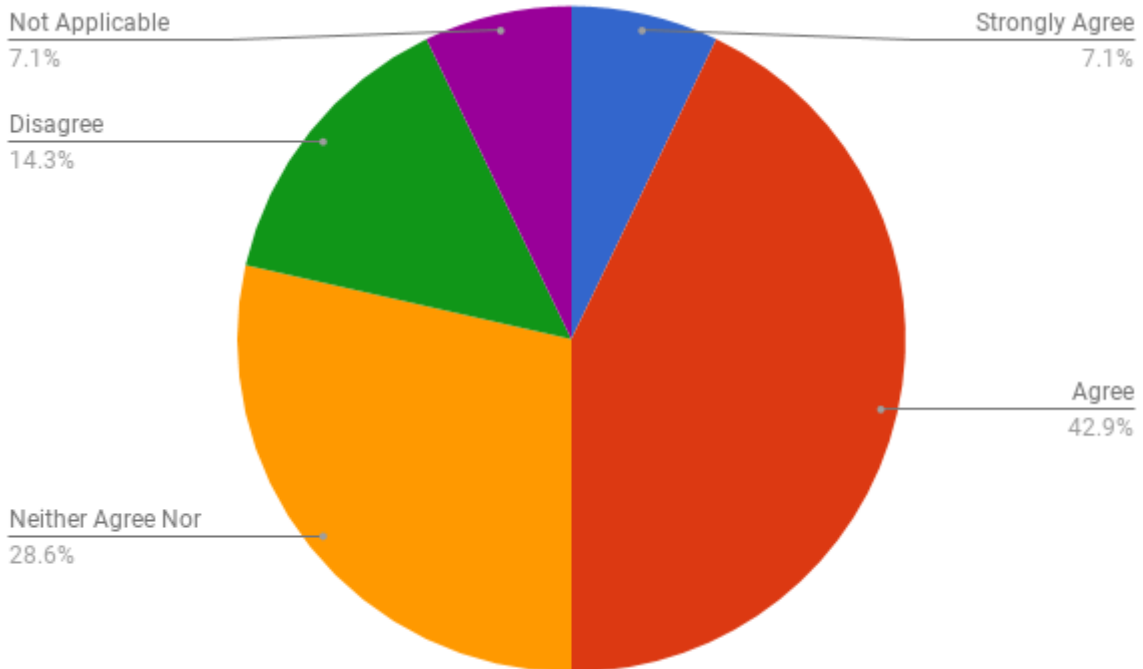


248. Your role with staff senate is valued.

Overall USM data:



UMUC Institutional Data:



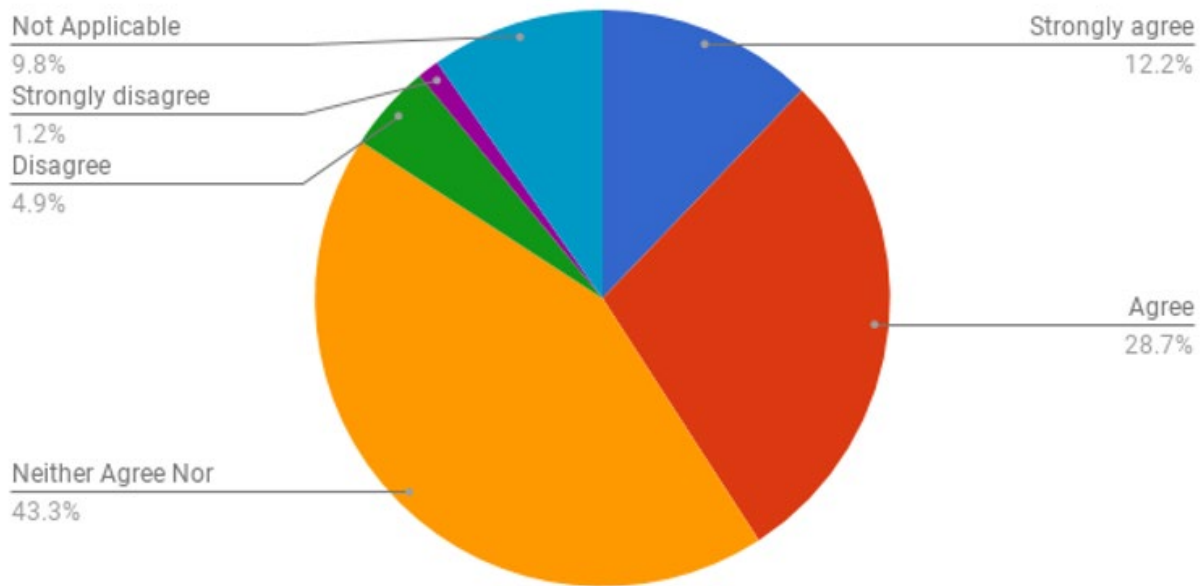
Survey comments on “Senates Role”:

- Due to work restraints, I have not had a chance to provide my abilities to the staff senate seat as much as I'd like. So my lack of involvement/feeling valued is purely self-inflicted.
- I believe the role of our senate is evolving and often misinterpreted.
- As someone who works in Academic Affairs, I did have an opportunity to speak to Middle States, however, we have had little to no other involvement regarding to academics or administrative functions at the University. Several of us made ourselves available to speak with M.S. but I was selected because the individual reviewer was primarily interested in speaking to me for my relationship with curriculum.
- One instance of note is that we were not invited to have a representative on the Provost's search committee, nor VP of HR or any other executive level position. When asked about the Provost's search committee the response was that faculty report to the position; however, there are many staff that report to the Provost as well, and representation of staff I think would have been appropriate. No explanation was given to our exclusion from the VP of Human Resources search committee.
- I was not aware that the senate could play a role in providing academic and administrative functions at the university.

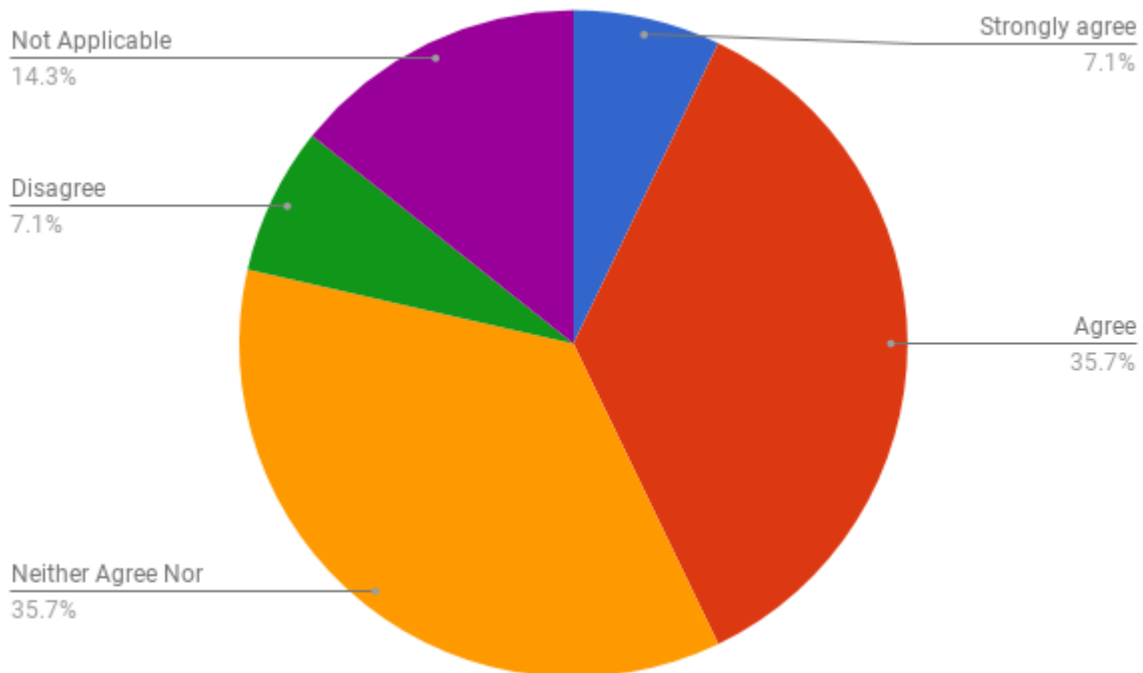
The President's Role

249. Other than on rare occasions, the president seldom overturns staff decisions and recommendations.

Overall USM data:

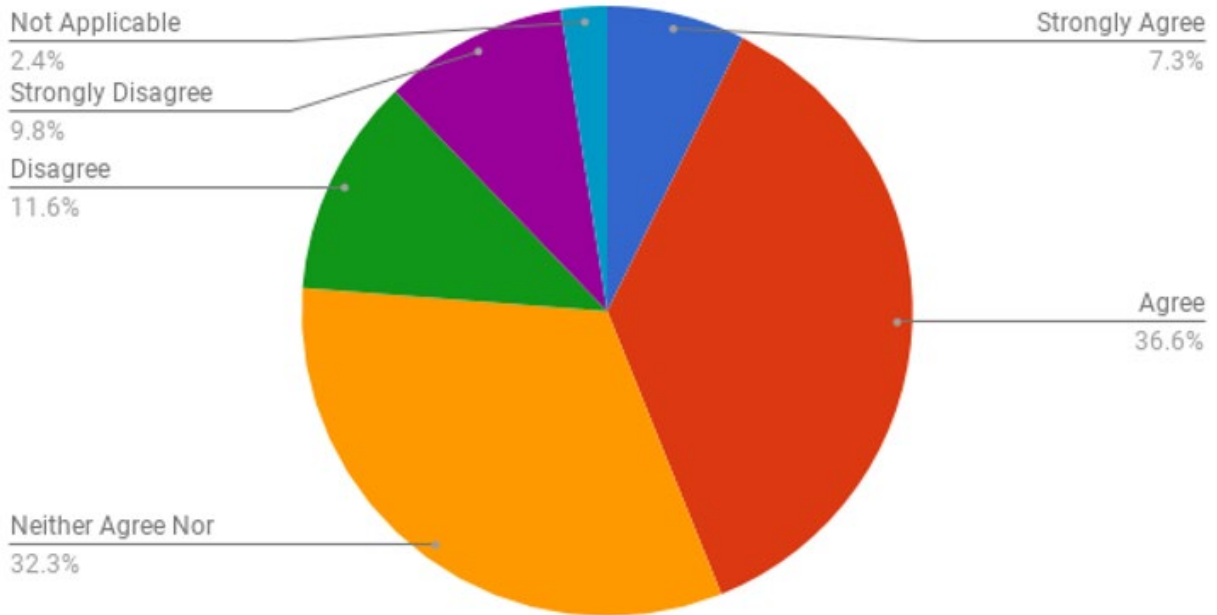


UMUC Institutional Data:

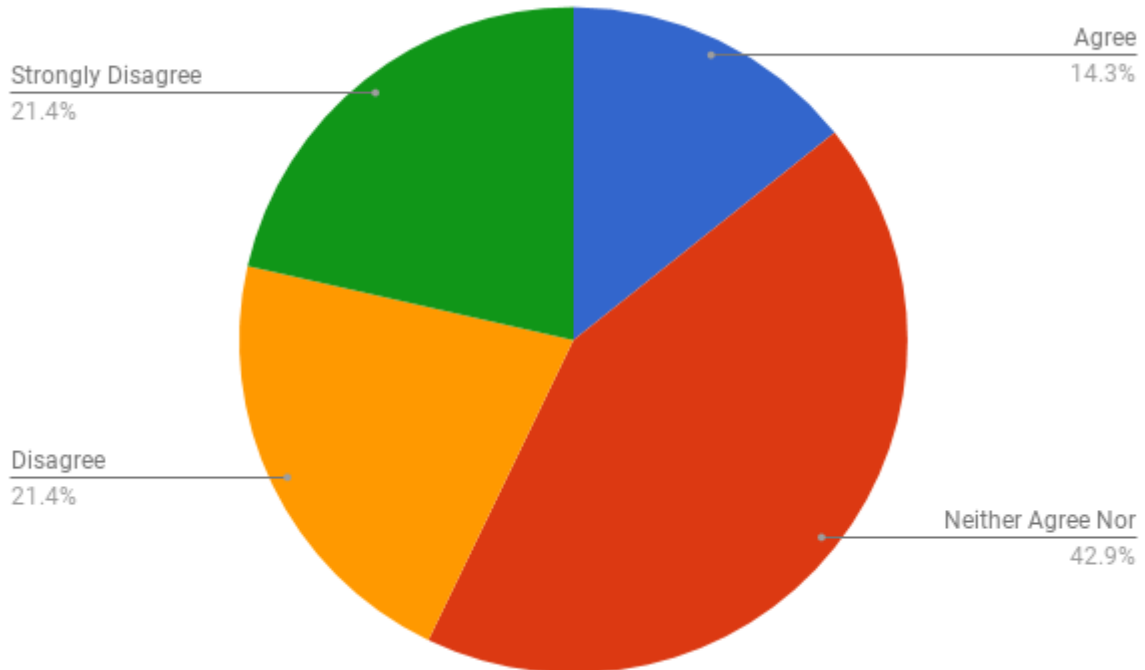


250. The president seeks meaningful staff input on those issues (such as budgeting) in which the staff has an appropriate interest but not primary responsibility.

Overall USM data:

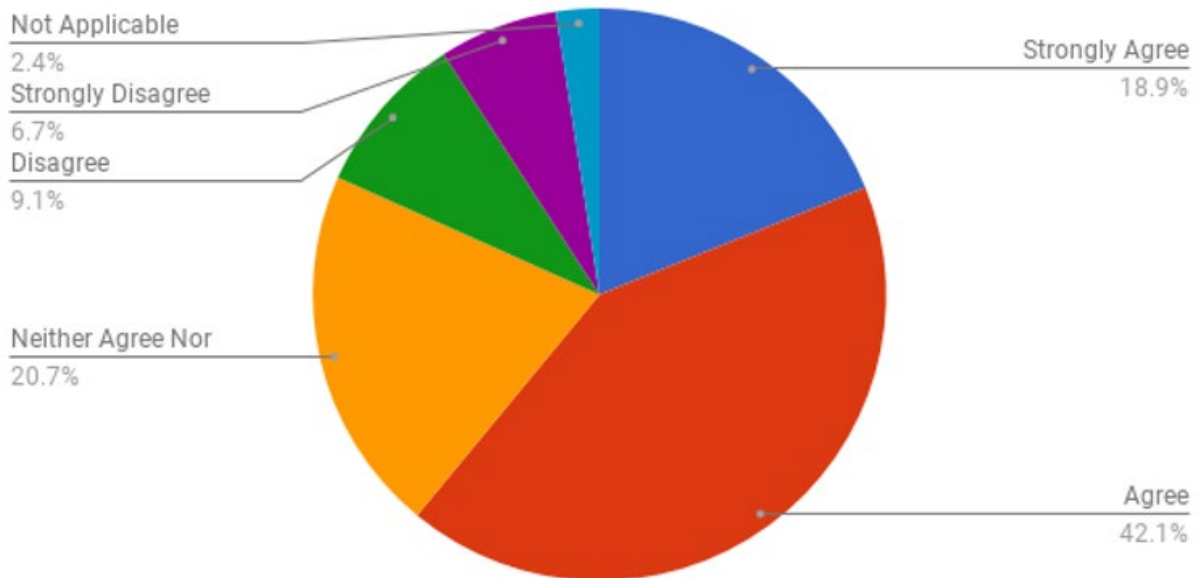


UMUC Institutional Data:

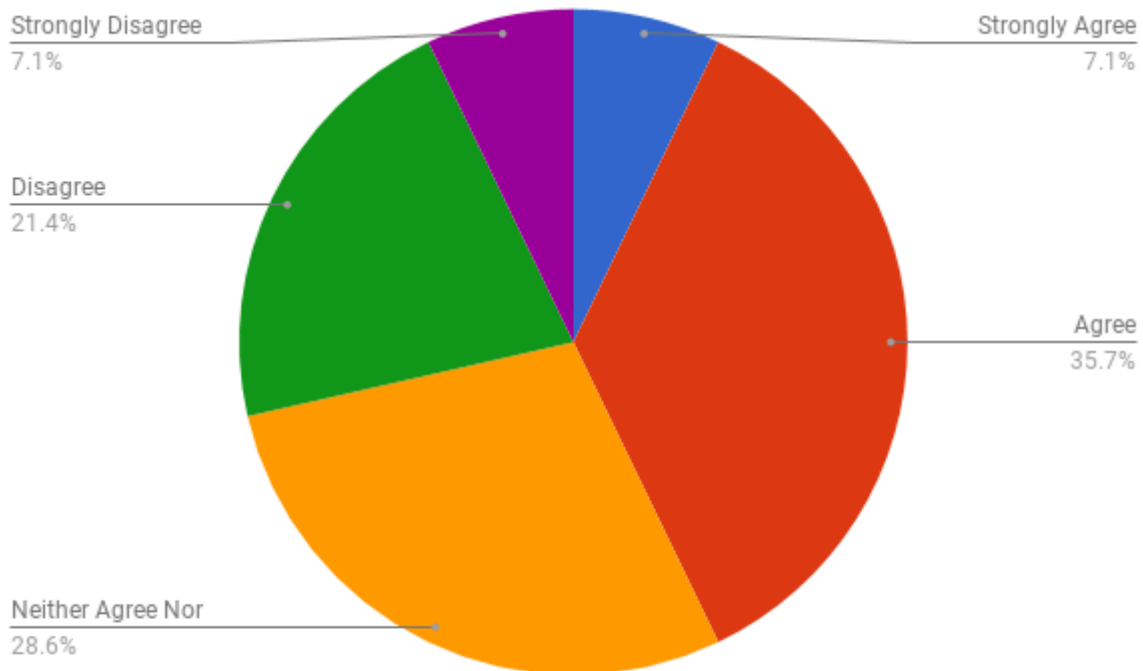


251. The president is transparent in communicating decisions, changes and recommendations.

Overall USM data:

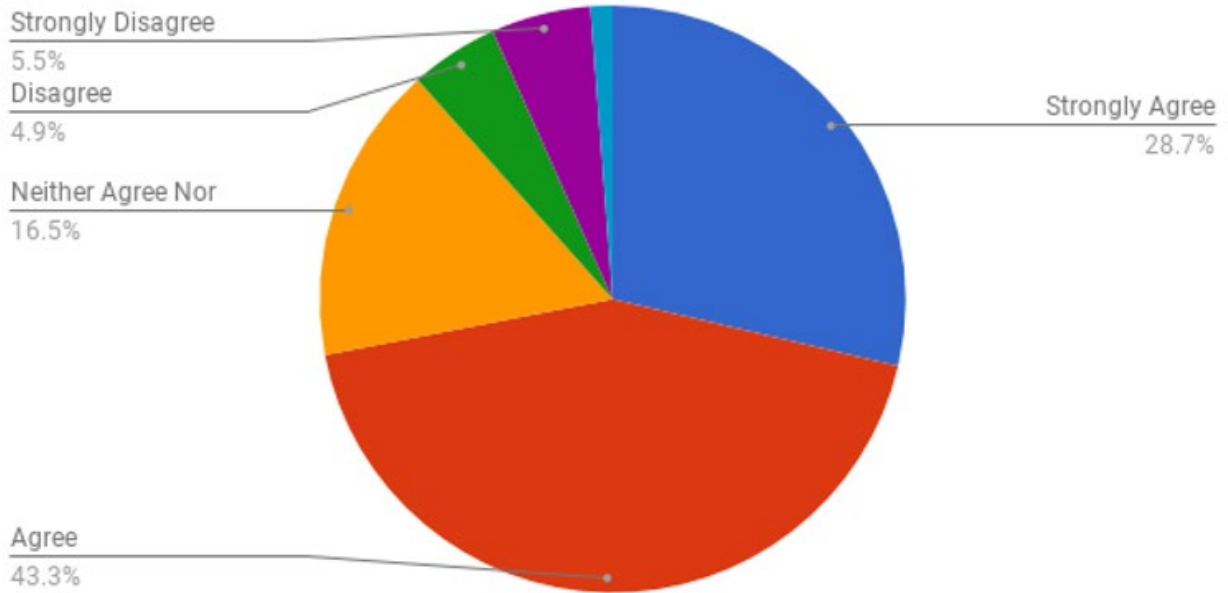


UMUC Institutional Data:

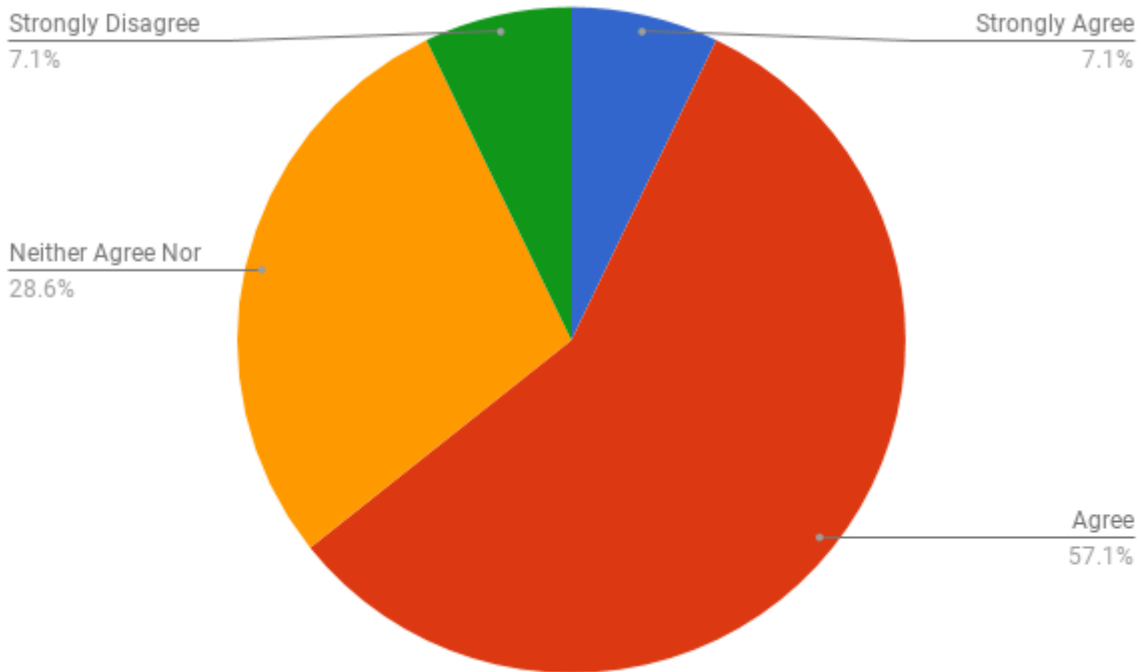


252. The president supports and advocates the principles of shared governance within colleges, divisions, and departments.

Overall USM data:

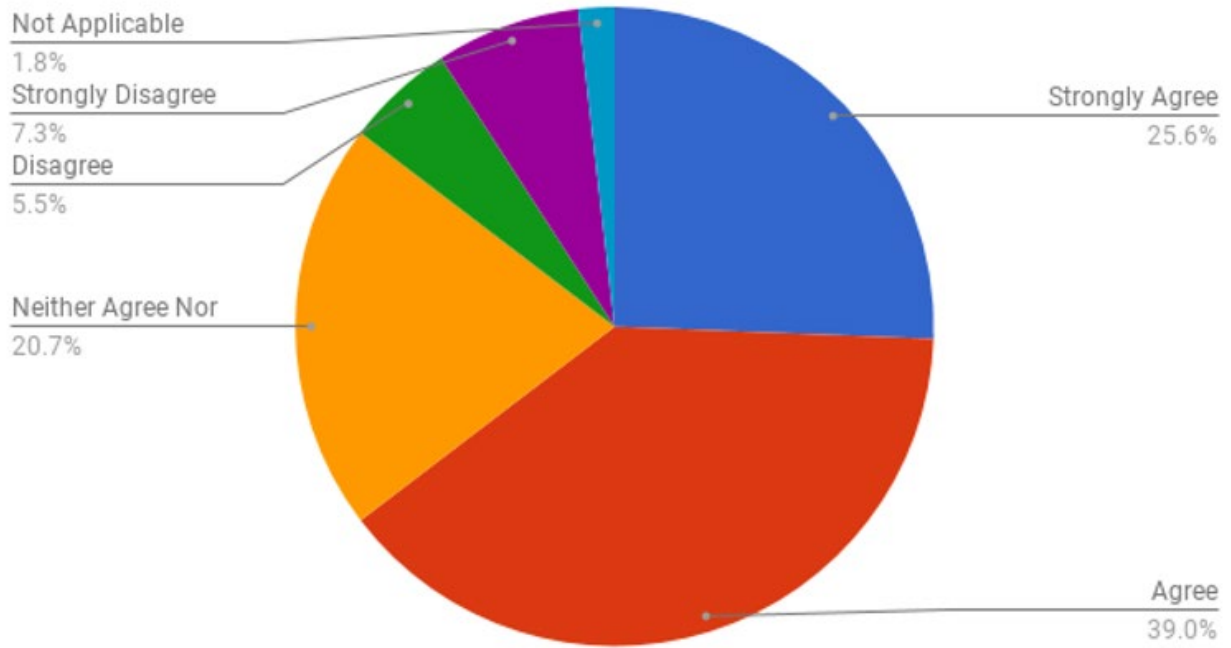


UMUC Institutional Data:

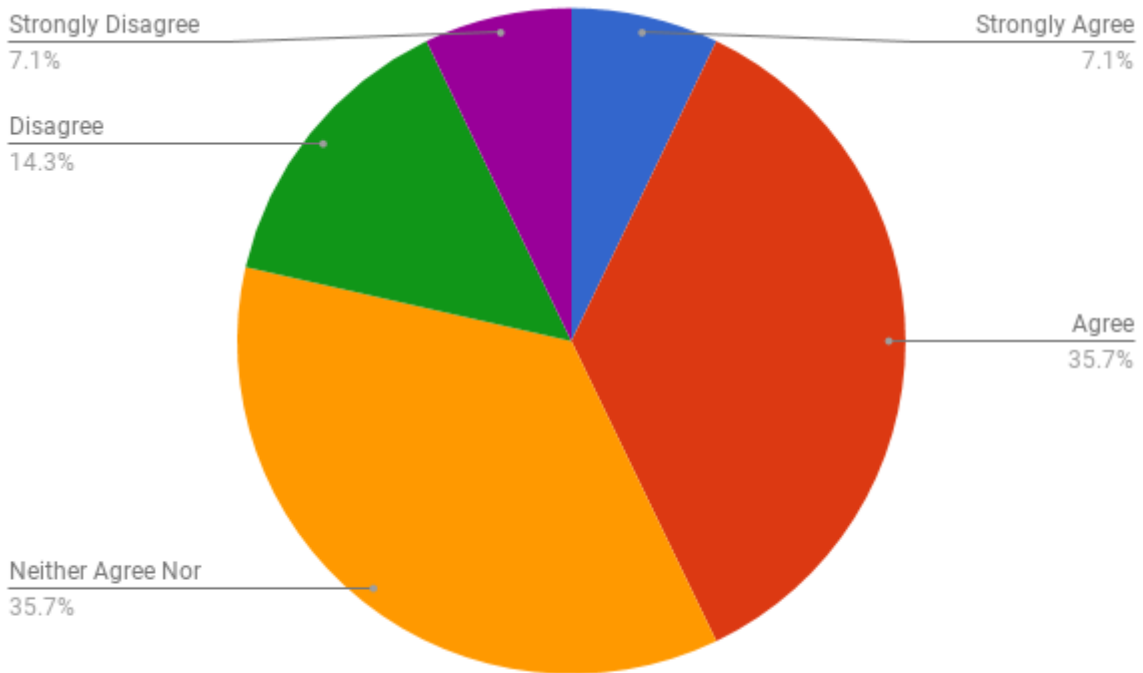


253. There is open communication with staff senate.

Overall USM data:



UMUC Institutional Data:



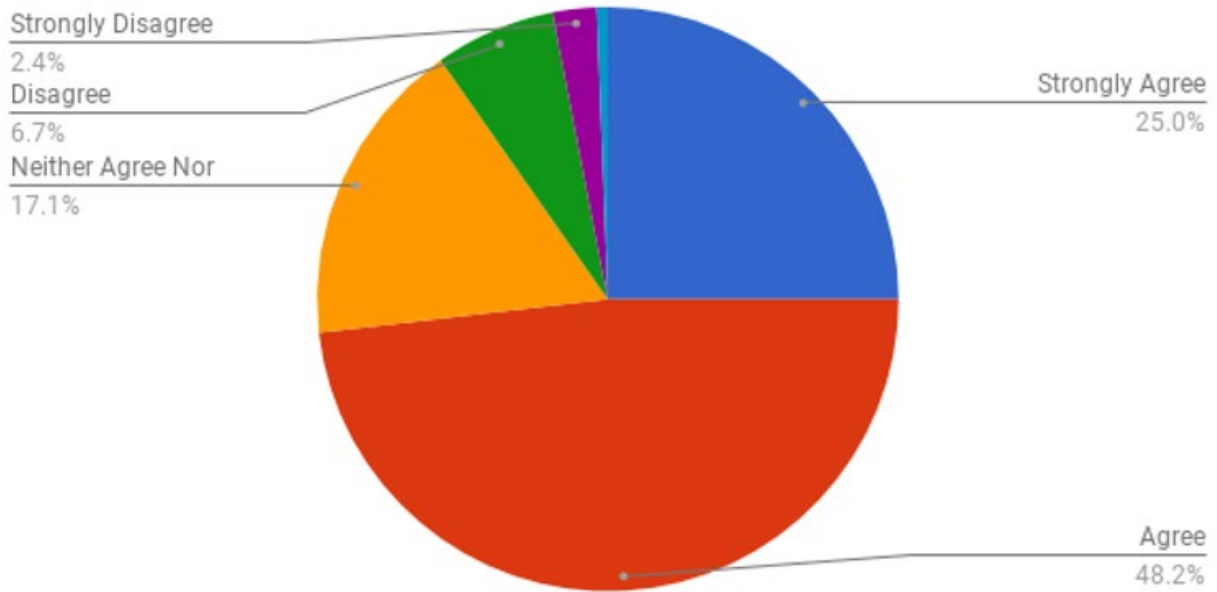
Survey comments on “The President’s Role”:

- We don't hear from the President as much as we'd like.
- From my knowledge, we do not have frequent conversations with our President. To date, there has only been 1 meeting over the last two years.
- I do truly believe that our President believes in and values shared governance. However, I feel there are too many barriers between his office and the councils. We have put together many suggestions over the past year, and I am uncertain if a single one has made it to his desk. The lack of transparency in how and if they get to his desk, is of concern and note. Additionally, I don't believe that his passion for shared governance is reciprocated by members of his cabinet and department leadership.
- The council is not given the power to make "staff decisions," so the president does not overrule them.

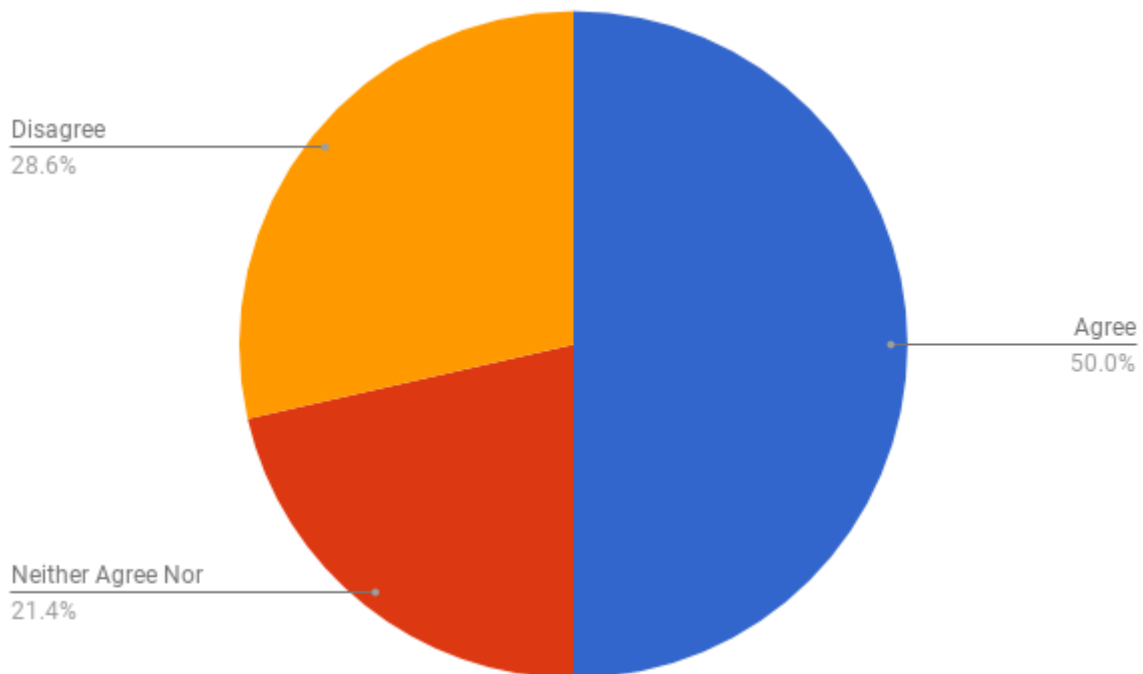
The Staff's Role

254. The administration is supportive of staff involvement in shared governance.

Overall USM data:

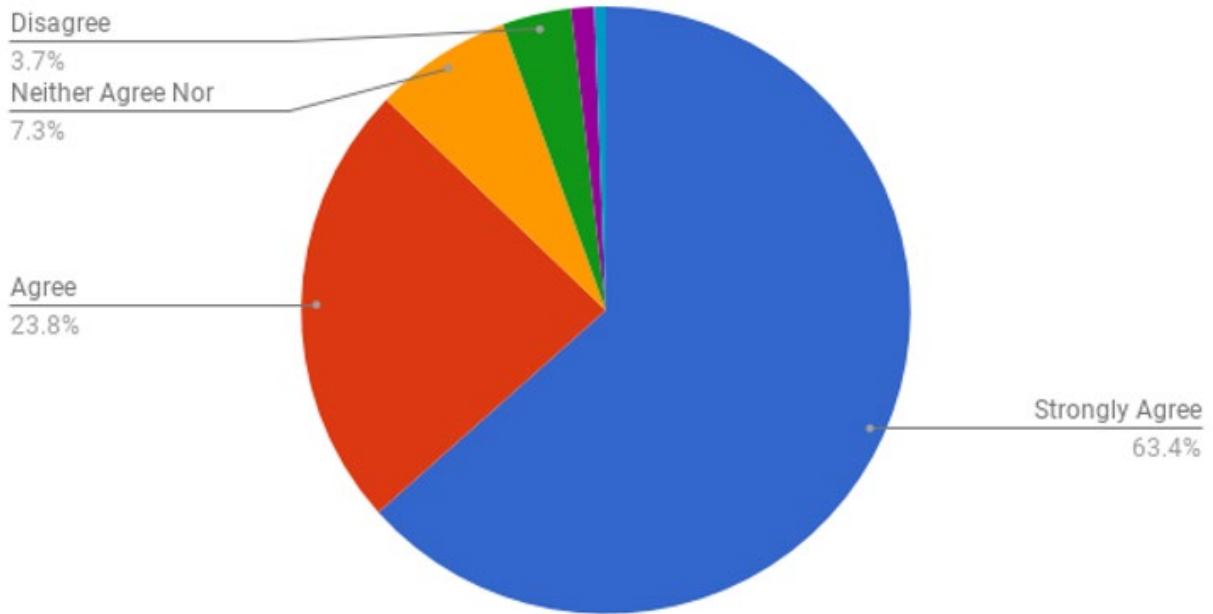


UMUC Institutional Data:

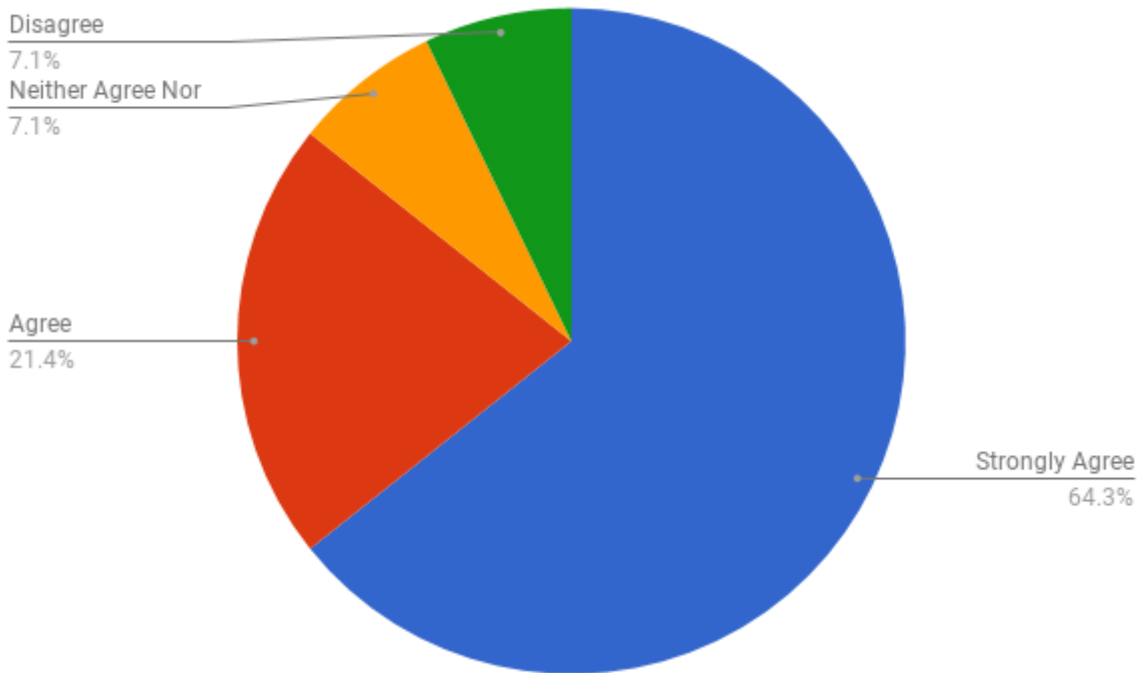


255. My immediate supervisor is supportive of my involvement in shared governance when I need to attend a related event or meeting during work hours.

Overall USM data:



UMUC Institutional Data:



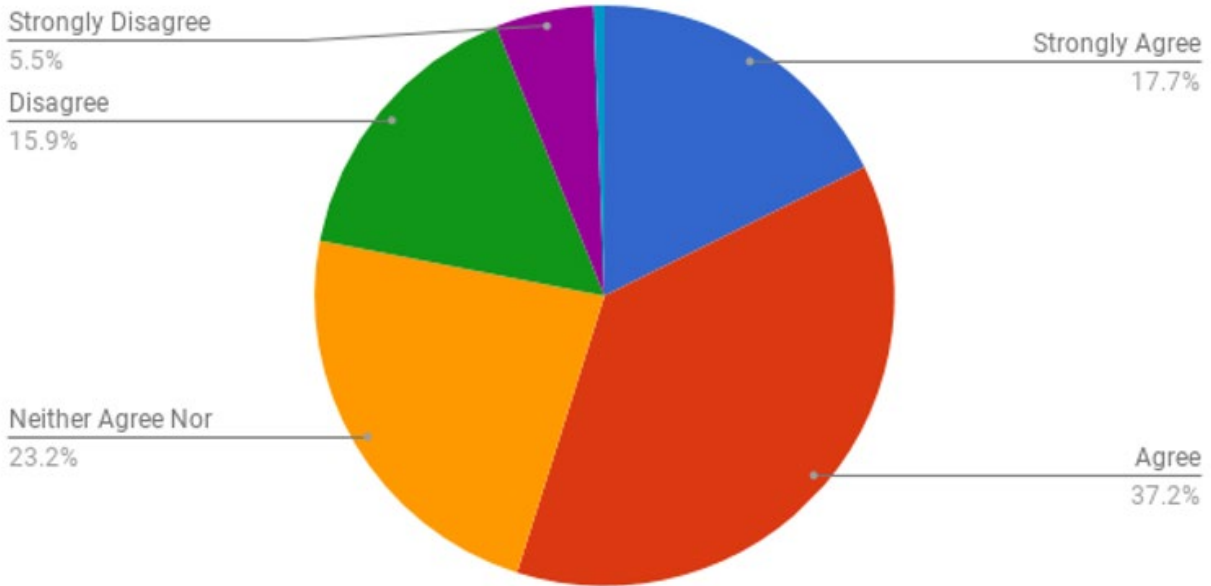
Survey comments on “The Staff’s Role”:

- #13, we have been so severely short staffed in our office that it simply has not been an option to attend. We will soon have a full staff and I will have a lot more flexibility.
- I am allowed to attend, however, there are questions or concerns when it is mentioned. FYI- My work is always done and complete ahead or time if not on time.
- My supervisor is incredibly support (note: I report to a collegiate-faculty staff member). I have encountered many supervisors who have had issue with other members’ involvement in shared governance, particularly supervisors in departments involved in large department (namely, SEM and Financial Aid). It is not surprising, as I have always heard of toxic and borderline hostile work environment scenarios coming out of these departments. It seems to be both a leadership and culture issue among those departments.
- People in the administration are generally polite to the staff council, but treat it as a nonentity.

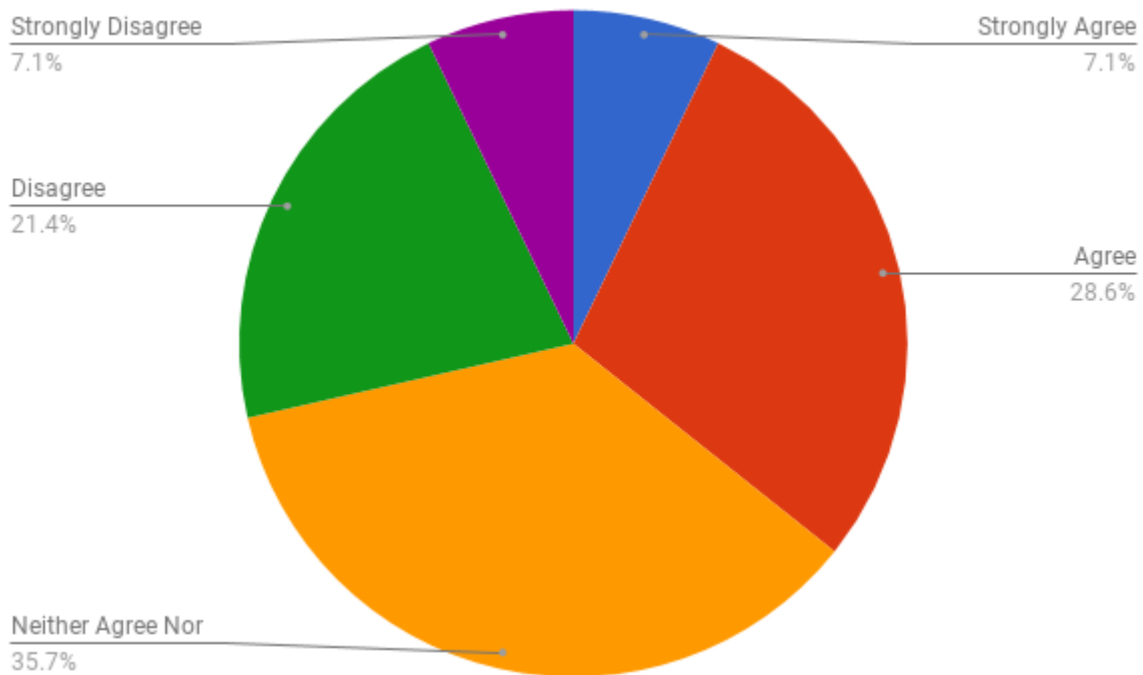
Joint Decision-Making

256. The administration utilizes staff involvement in the area of planning and strategic planning.

Overall USM data:

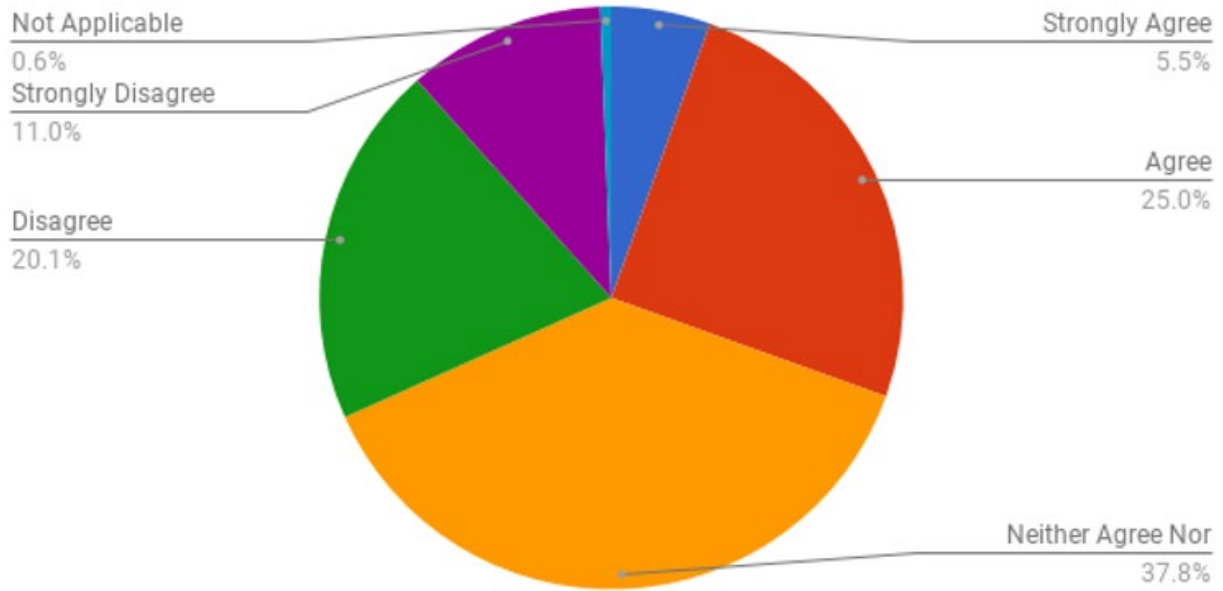


UMUC Institutional Data:

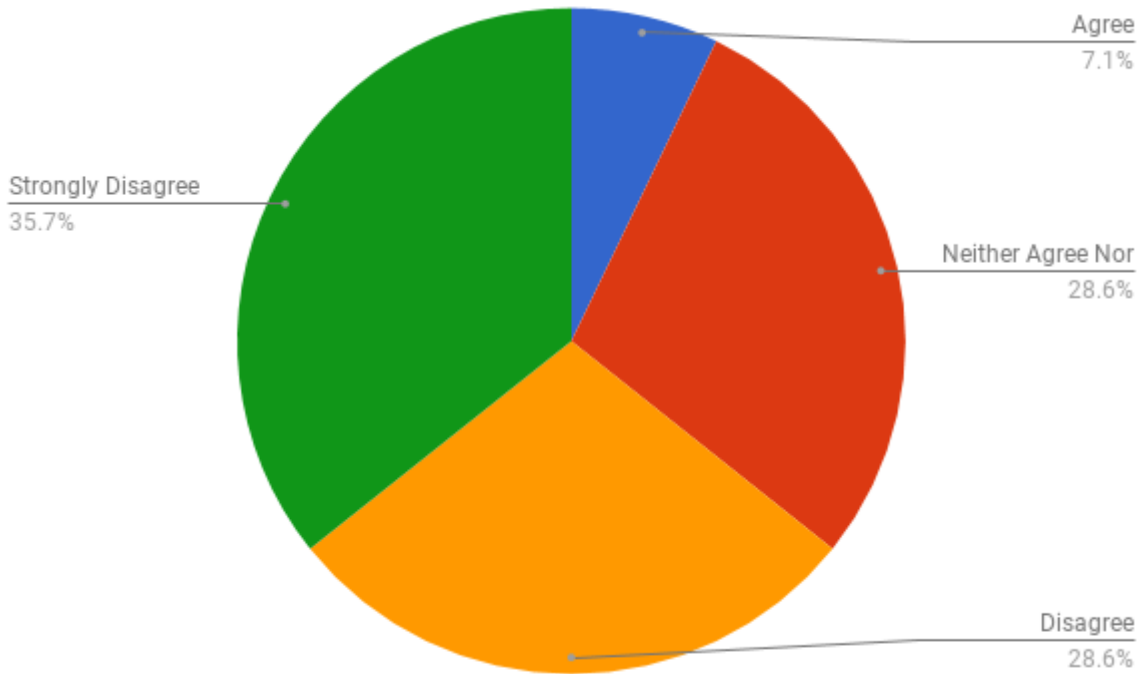


257. The administration recognizes staff involvement in budgeting and fiscal resource planning.

Overall USM data:

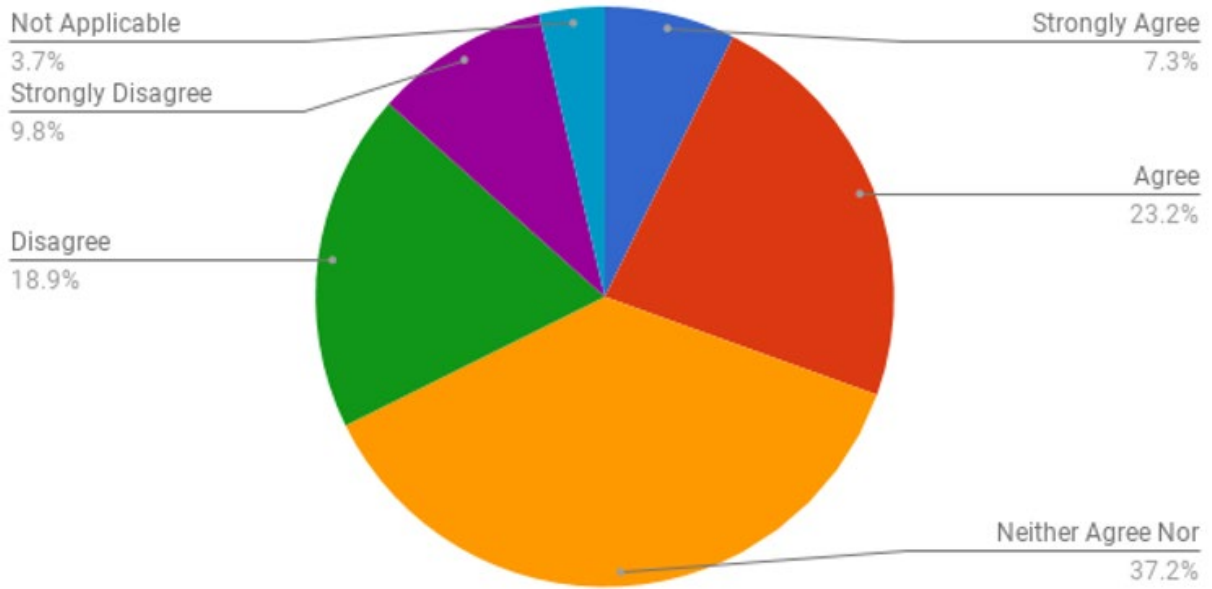


UMUC Institutional Data:

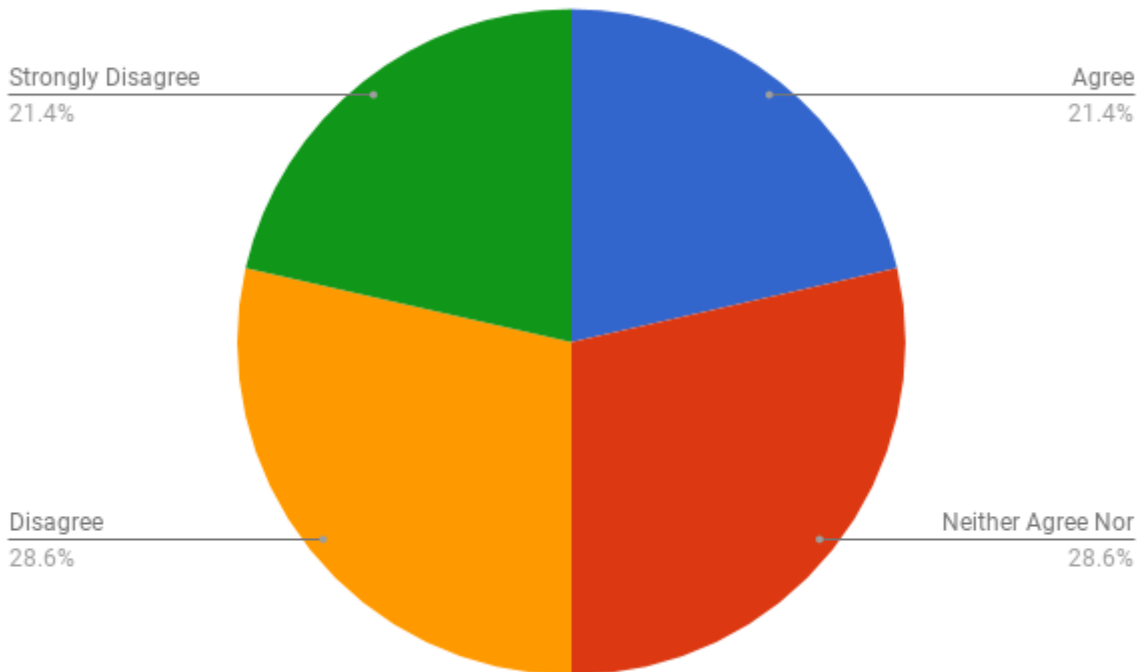


258. The administration recognizes staff involvement in academic affairs and program development.

Overall USM data:

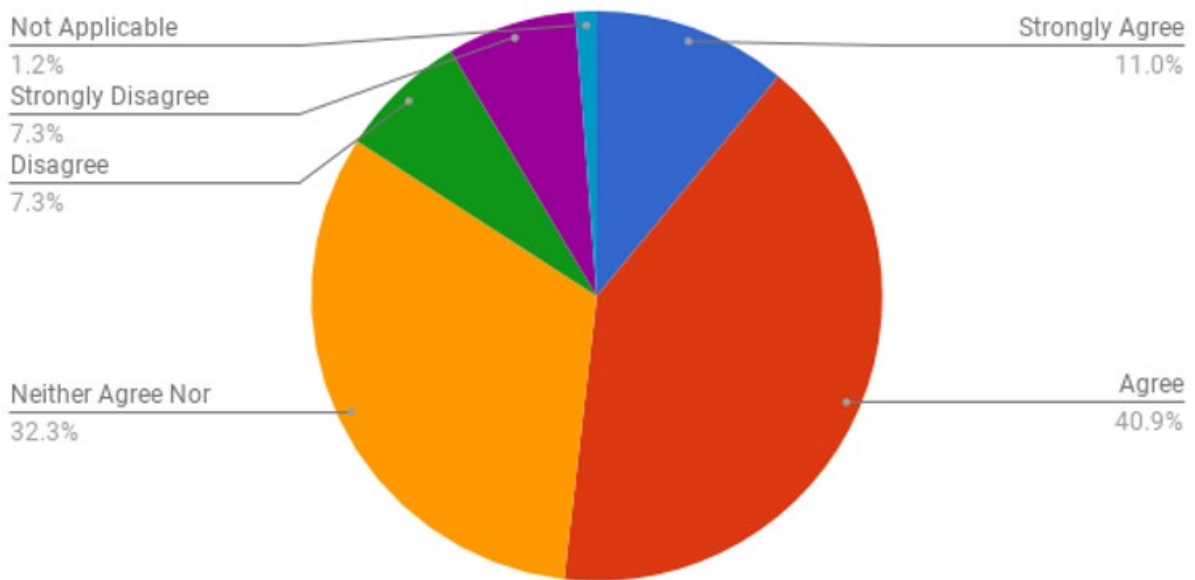


UMUC Institutional Data:

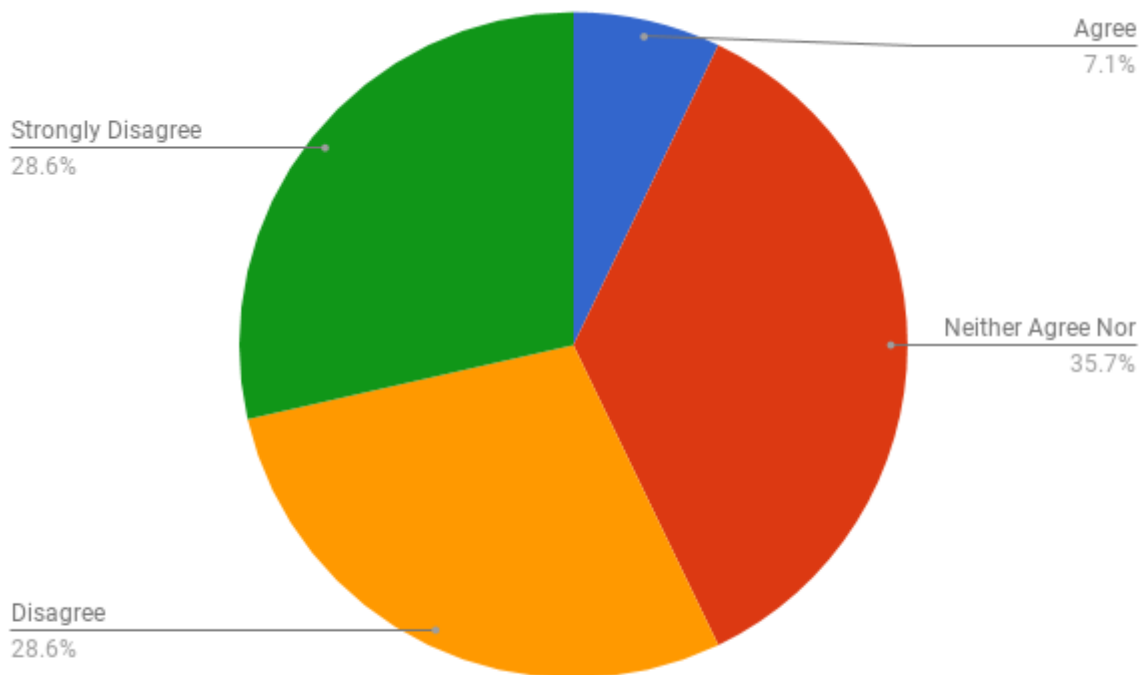


259. The administration supports staff involvement in staff selection and hiring.

Overall USM data:

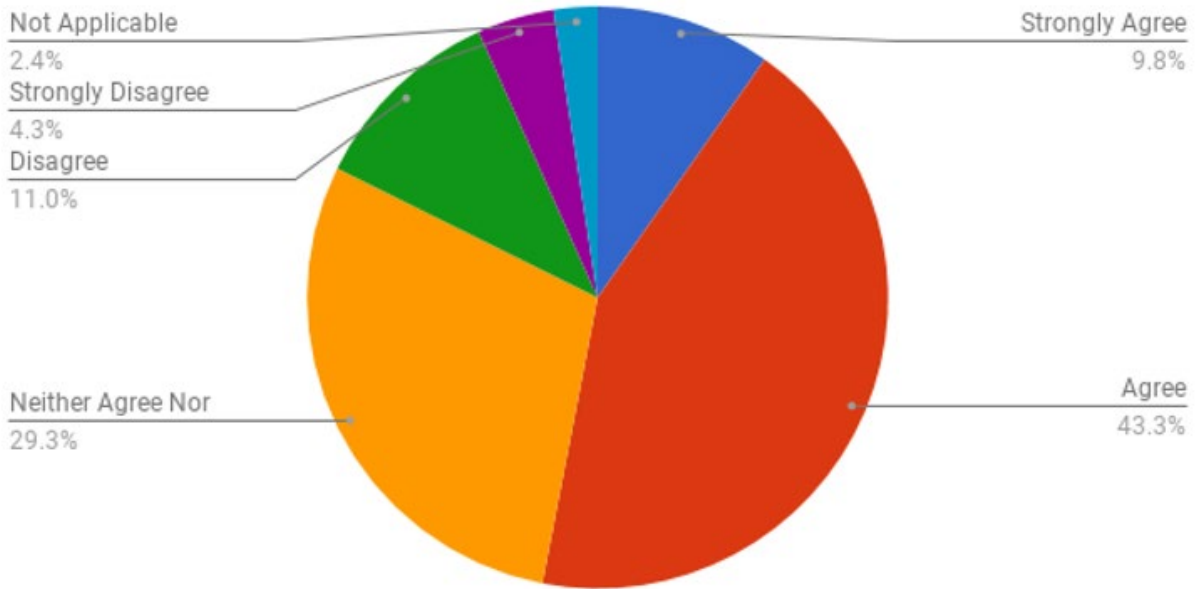


UMUC Institutional Data:

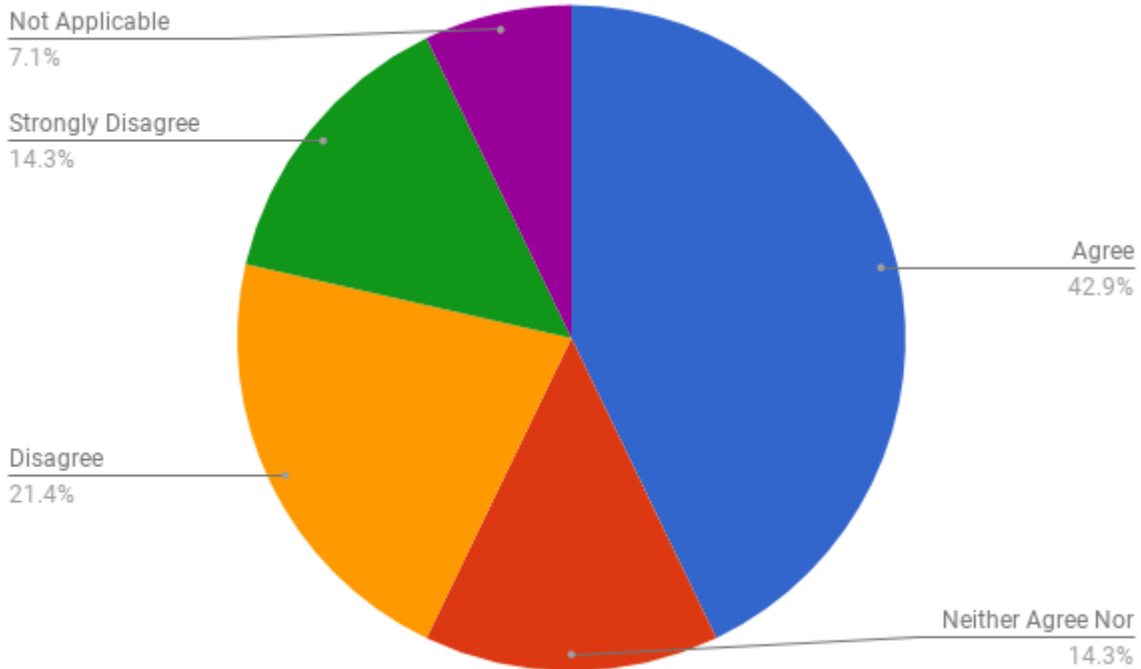


260. Structures and processes that allow for shared governance are clearly defined in the governance documents (e.g. staff handbook).

Overall USM data:



UMUC Institutional Data:



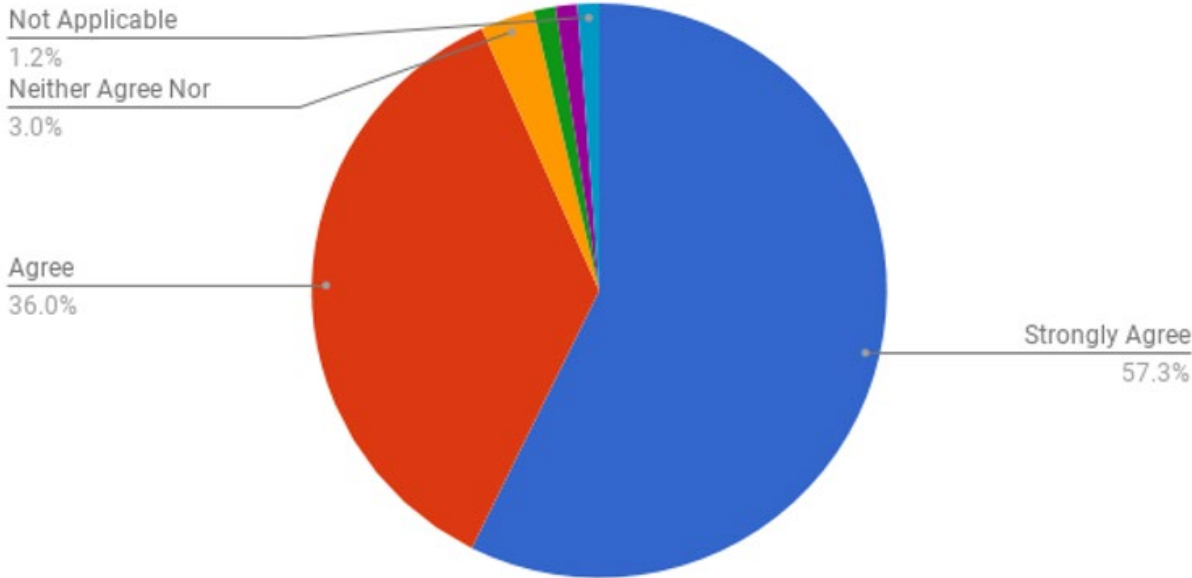
Survey comments on “Joint Decision Making”:

- ASAC was asked to review and provide feedback for the last strategic planning sessions, however, there was never any follow up. To our note, none of our suggestions were taken, which, might be understandable, but again, no follow up was given. It very much felt like we were asked to give feedback just to the University could check a box and did not take any of it seriously.
- We have never been asked in my tenure to comment on budgeting and fiscal resource planning or academic affairs and program planning.
- To my knowledge, we have never been asked to participate in staff hiring.
- The council is not given say in any of these regards.

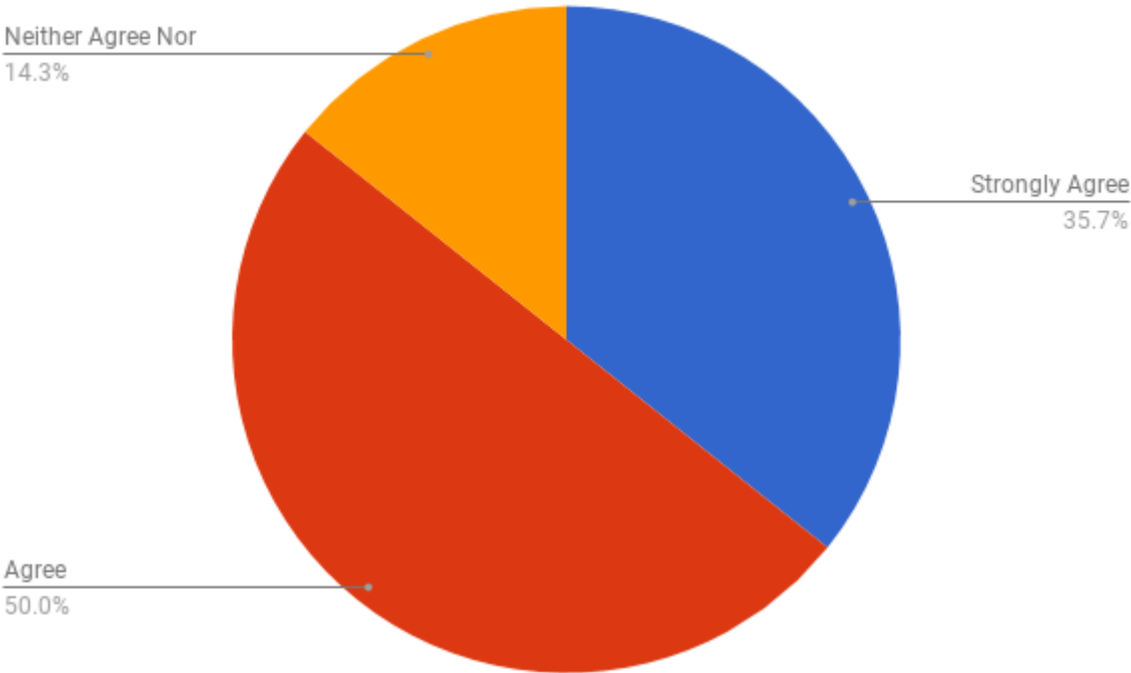
Structural Arrangements for Shared Governance

261. The staff senate and/or other institution-wide governance bodies meet on a regular basis.

Overall USM data:

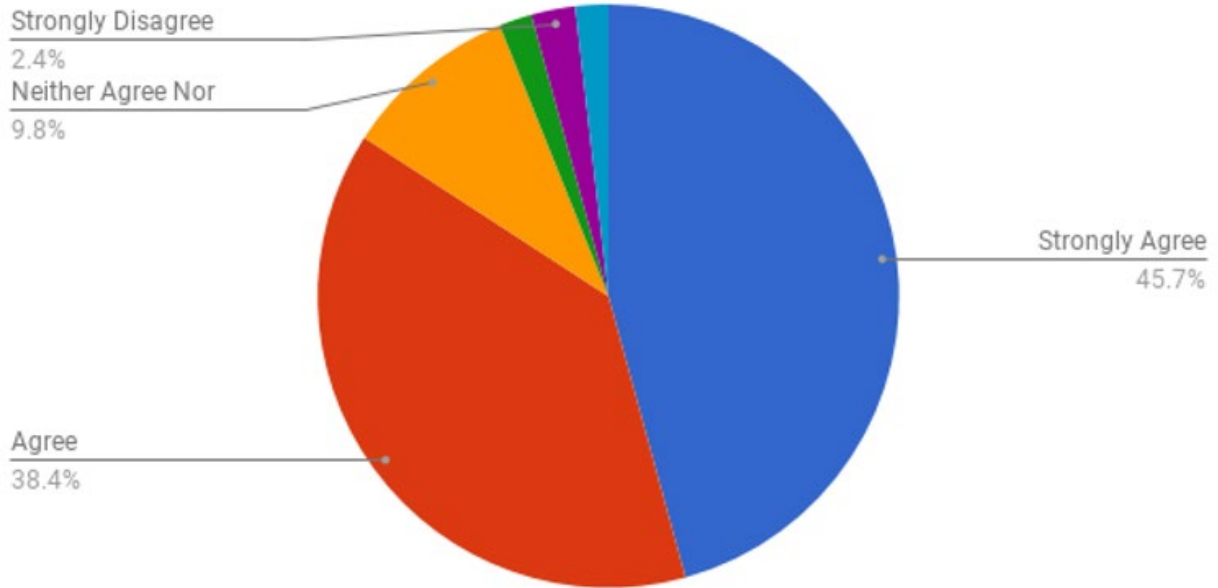


UMUC Institutional Data:

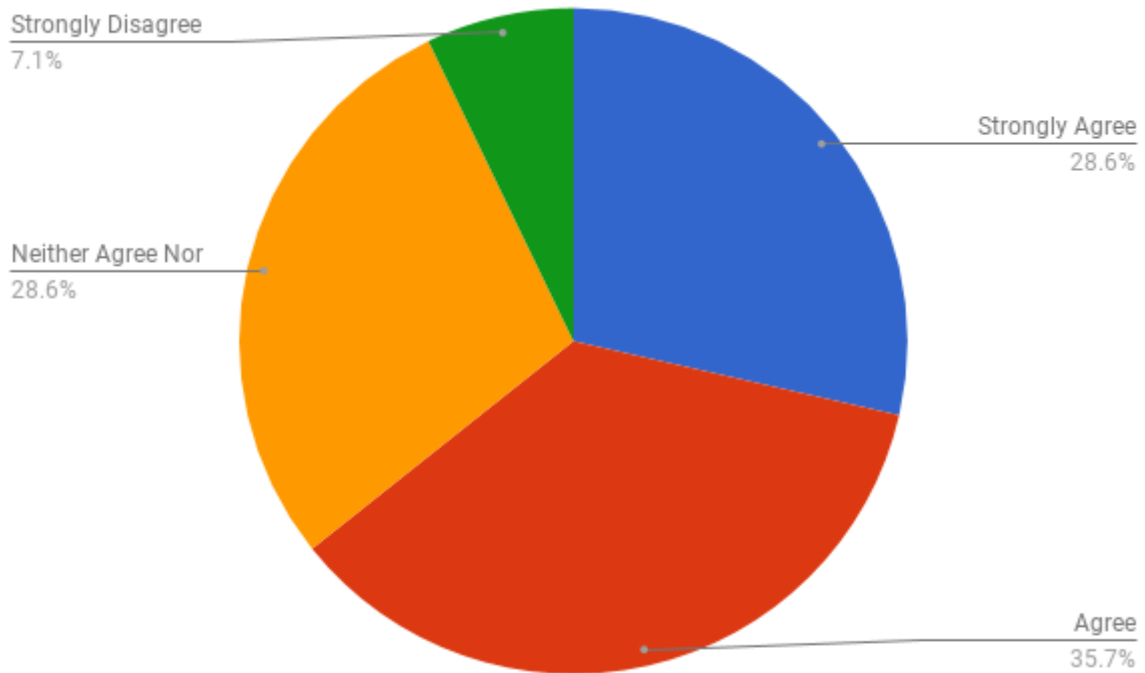


262. Staff determine how their own representatives are selected.

Overall USM data:

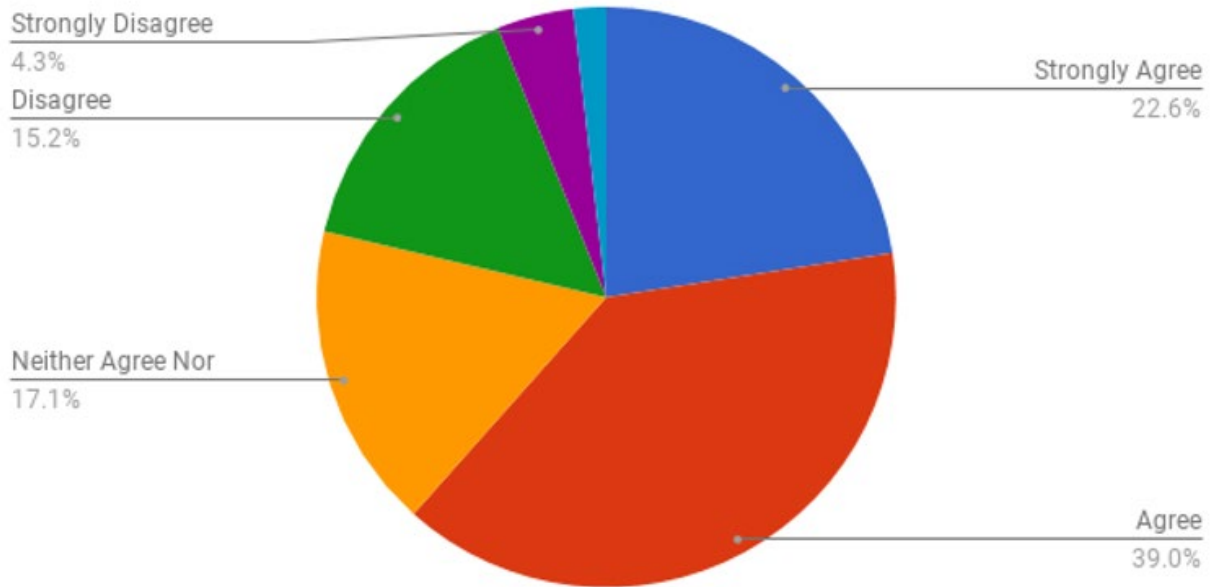


UMUC Institutional Data:

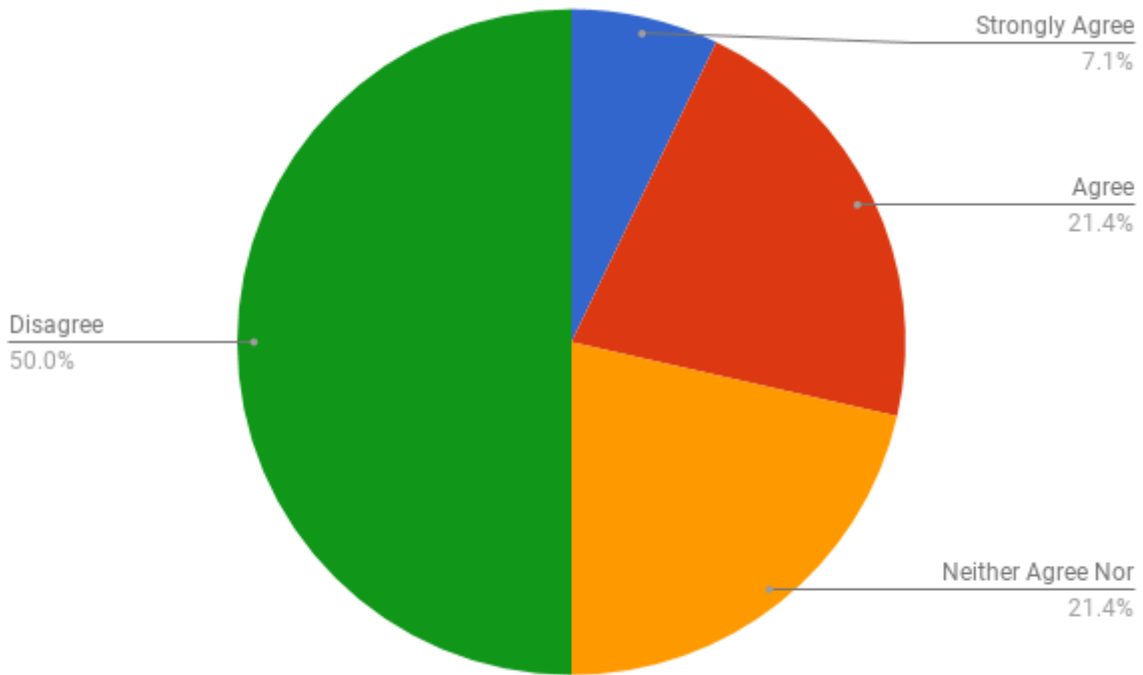


263. The administration provides adequate institutional support for shared governance to function (budget, liaison, etc.).

Overall USM data:



UMUC Institutional Data:



Survey comments on “Structural Arrangements for Shared Governance”:

- We could use a larger budget. We have to beg for money for initiatives rather than having a standing budget.
- If there is a budget, it is very limited and to receive monetary assistance is like pulling teeth.
- Our staff council had voted and agreed to make slight changes to how members are selected last year, in order for us to have a better balance of employees on our council. Specifically, we find ourselves, year after year, gaining interest from 1-2 large departments, while other departments go underrepresented. When we moved our new language forward, we were informed that our desires could not be supported because the current voting system that we use could not support it.
- ASAC has no standing budget. Often times we are given the run around when it comes to requesting money for an event.
- ASAC has no budget. Requests have to be made and approved, including for the annual CUSS meeting or travel reimbursement to meetings. We have never been able to have "SWAG" for our annual CUSS meeting approved; instead, we have had to piecemeal various items from other units. This year the Acting VP of HR provided us with items along with whatever else we could obtain.
- We don't have a budget. This really impacts our initiatives.
- Last year there was discrepancies regarding how representatives from HQ and the field were chosen.

Other

264. Is there anything else you wish to communicate regarding shared governance on your campus? (Open-ended question)

- HR is currently in flux so it's hard to tell if we still have open lines of communication.
- While it plays a large role in issues that affect staff at UMUC, shared governance is not widely known. This is an issue that needs improvement.
- It's difficult to form a strong working relationship between different areas such as academics staff and administration. Each has their own goals which do overlap but with different focus. It takes strong communication
- I feel that President Javier does believe in and values shared governance, but I don't feel that same enthusiasm elsewhere. I think UMUC needs to honestly consider opportunities for shared governance and my hope is that this survey will open many doors for staff across the system, as we uncover what others do. As an example, I've heard of many exciting things that other campuses do with their shared governance representatives, of note is how at University of Baltimore invites all their shared governance chairs to sit on stage at graduation. Staff have an essential role at our university and I think finding ways to recognize and appreciate that is the right direction.
- I have heard from many staff members in departments that are heavy in entry-level positions that they are fearful they will lose their state jobs (and the benefits included) and be spun-off into similar entities such as Helio Campus. There is love for UMUC, but staff are not always given that back.
- Institutional support for staff governance could be much, much stronger. Staff should be involved in the planning stages, not the reacting stages when (poor) decisions have already been made and cannot be reversed.